

Australia	250.00	Italy	1200.00	Poland	20.00
Belgium	250.00	Japan	1200.00	Portugal	20.00
Canada	250.00	Korea	1200.00	Spain	20.00
Denmark	250.00	Malaysia	1200.00	Sweden	20.00
Egypt	250.00	Netherlands	1200.00	Switzerland	20.00
France	250.00	Philippines	1200.00	Taiwan	20.00
Germany	250.00	Singapore	1200.00	Thailand	20.00
Greece	250.00	Sri Lanka	1200.00	Turkey	20.00
Hong Kong	250.00	Taiwan	1200.00	USA	20.00
India	250.00	Taiwan	1200.00	West Germany	20.00
Indonesia	250.00	Taiwan	1200.00	Yugoslavia	20.00

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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World News

Business Summary

## Somali rebels say president is trapped in bunker

Somali rebels fighting to oust President Mohamed Siad Barre said the president was trapped in an underground military bunker in Mogadishu while fierce battles raged around him. Page 4

**Soviet crash kills 55**  
Fifty-five people died and 14 were seriously injured when a bus and car collided in fog with a truck carrying diesel fuel north of Rostov-on-Don, near the Ukrainian border. The truck burst into flames. Page 4

**Athens alarmed**  
Athens is becoming alarmed by the flood of Albanian refugees pouring across the border. Some 3,000 men, women and children fled on foot in one day. Page 2

**Doctors freed**  
Two Swiss doctors kidnapped by Colombian rebels were released to the Red Cross after nearly two weeks in captivity, Swiss television reported.

**Drugs extradition**  
Three Guatemalan drug suspects, including the mayor of a provincial capital, will be extradited to the US to stand trial, the American embassy in Guatemala City said.

**Flights cancelled**  
American Airlines cancelled hundreds of flights in the last three days of 1990 because of crew shortages caused by a pilots' go-slow, a spokeswoman for the US carrier said.

**Mayor murdered**  
The murder of a village mayor in northern Corsica prompted President François Mitterrand to summon an emergency meeting of his inner cabinet for later this week. Page 2

**Ulster inquiry call**  
Dr Cahal Daly, new head of the Roman Catholic Church in Ireland, called for an independent inquiry into the killing by British soldiers of an unarmed republican. Page 6

**Girls die on bridge**  
A high-speed train crushed two girls believed to be aged 12 and five, who were playing on a rail bridge near Avignon in southern France.

**Zaire invites UN**  
President Mobutu of Zaire has invited the UN Human Rights Commission to the trial of officials over an incident in which students were reported killed last May at Lubumbashi University. Page 4

**China executes 39**  
China executed 39 criminals after a mass rally in a sports stadium in the central city of Xian as 1990's crackdown on crime reached a crescendo. Their crimes included murder, robbery and rape.

**Palestinians die**  
Israeli troops killed four Palestinians in the occupied West Bank on the 26th anniversary of the first Fatah guerrilla group operation against Israel. Page 3

**New Year mayhem**  
Twenty-one people were killed, some of them hit by stray bullets, as the Philippines welcomed 1991 with firecrackers and gunfire.

**Divas farewell**  
Opera diva Joan Sutherland, 64, raised cheers and tears when she sang at Covent Garden in London for the last time. She formally retired in Sydney in October.

**The runaway train**  
Passengers were evacuated hastily from railway platforms in Chicago when an empty commuter train had to be derailed as it raced towards Union Station. The train began moving while it was idle in a railyard two miles away.

## USG draws up plan to lighten its debt burden

USG Corporation, the largest manufacturer of gypsum wall-board in the US, has announced a financial restructuring plan designed to lighten its debt burden and save it from the need to file for Chapter 11 bankruptcy.

The Chicago-based company has deferred repayment of \$100m in bank loans and is to halt \$40m of interest due on some of its junk bonds. Page 13

**NIGERIAN budget** Military government is to cut interest rates and increase foreign exchange allocations in an effort to boost the economy before the handover to civilian rule in 1992. Page 12

**HARBODS**, London department store, has signed an agreement with Japan's Mitsubishi Corporation to sell men's and ladies' fashion goods in Japan through "signature stores". Page 12

**GUARDIAN Royal Exchange**, UK general insurer, is to dispose of two of the three Italian subsidiaries it acquired in March 1989. Page 13

**SOCIETE Générale de Belgique**, Belgium's largest company, has reshuffled its portfolio by selling 54.4 per cent stake in diamond company Sibeka to Accor-Union Minière for BF5.9bn (\$24m). Page 15

**BELLSOUTH**, largest of US telephone companies, is buying Graphic Scanning, a financially troubled cellular telephone and paging service business for \$180m. Page 14

**OIL and gas** C. Rob and Exxon are to conduct a joint feasibility study on the development of oil and gas resources on the Soviet Far East island of Sakhalin. Page 4

**FRANCE** Treasury is to issue FF110bn (\$19.6bn) of five-year bonds in 1991, about 15 per cent of which will be denominated in Ecu. Page 16

**DEUTSCHE Babcock**, German engineering group, made a group loss for financial year to September 30 of DM55m (\$7m), mainly because of restructuring costs in energy and environmental technology divisions and a drop in power station business. Page 14

**NICARAGUA** closed the year with a 9 per cent currency devaluation, cutting the country's value to \$m to the US dollar.

**IRAN** has been awarded a FF194bn (\$18bn) court judgment against France by a Geneva tribunal in dispute over a uranium-enrichment contract dating back to the 1970s. Page 3

**DATA General**, US computer maker, has dropped a product development agreement with Nippon Telegraph & Telephone. Page 14

**US buyouts** Foreign purchases of US companies will face increasing criticism amid frustration in Bush administration with Japanese trade policies.

**CLARIDGE** Israel of Canada is purchasing 33 per cent of Israeli food company Osem for \$26.7m. Page 14

**STUDENT Loan Marketing Association** of the US is to buy all of Chase Manhattan Bank's \$1.2bn in insured student loans. Page 14

**UK recession** led to a 35 per cent increase in business failures in England and Wales last year compared with 1989. Page 6

**ISRAELI banks** Five Israeli banks and 17 banks have been charged with causing a 1990 collapse of bank shares that cost the government more than \$1.5bn.

## Financial markets take first nervous steps into 1991

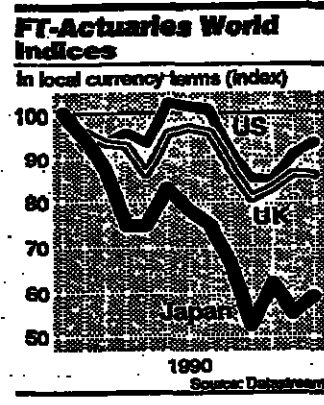
MOST financial markets resume business today after the new year break amid worries about how a war in the Middle East could affect a world economy already under strain from a slowing in growth in many large countries, while Peter March and Andrew Taylor in London.

There are fears that the decline in share values seen in the past 12 months on many of the world's main bourses will continue during the early part of 1991. That would further undermine investor confidence, which is already low as a result of a series of highly publicised corporate setbacks in the past year.

A full-blown conflict could lead to higher oil prices and impose added pressures on economies - especially in the US and UK - which are suffering from ebbing demand and weaker business confidence. On stock markets, many investors were happy to see the end of 1990, which saw large falls in share prices for many of the world's biggest companies. The FT-Actuaries World Index, an indicator of global share prices, declined by more than 19 per cent during the year.

In 1990, the Dow Jones Industrial Average fell by 4.3 per cent to 2,633.66. The broader Standard & Poor's 500 index fell by 6.8 per cent - its first annual fall since 1982. Japan saw the biggest decline. The Nikkei index declined 88 per cent during 1990 after hitting a peak at the end of 1989. Unlike other main markets, Tokyo remains closed today and tomorrow. In Britain, the FT-Actuaries All-Share index fell by almost 1.5 per cent in 1990 - the first annual fall since 1974. High interest rates, together with weakening demand, have led to a sharp rise in recent months in company failures, particularly in the economies of the main English-speaking countries. Property companies have been particularly badly affected as commercial property values have fallen sharply in London, New York and Tokyo.

Outside the US and Britain, Japan and Germany appear likely to experience a continued period of relatively high economic growth, although this looks like being lower in 1991 than in 1990. Last year, 12 of the world stock markets performed in 1990, Back Page, Section II



## Iraq rejects Mubarak call to withdraw from Kuwait

By Tony Walker in Cairo, David Buchan in Brussels and Ivo Dawsey in London

IRAQ yesterday rejected an appeal from Egypt to withdraw from Kuwait and avoid war, maintaining a tone of defiance as the January 15 United Nations deadline approached. Mr Saddam Hussein, the Iraqi president, said that Hossni Mubarak of being a clown, a liar and a US lackey after the Egyptian president called on Iraq to heed UN resolutions and leave Kuwait.

Mr Mubarak's statement rejects growing nervousness in the Middle East ahead of the January 15 UN deadline for Iraq to quit Kuwait. The Egyptian leader warned: "I fear we are closer to a merciless hell... (in which) heads will turn white, minarets will bend and the mutilated bodies of victims will be scattered in seas of blood."

His warning comes as diplomatic efforts to diffuse the crisis have accelerated. With only the faintest hopes of compromise in the air, the alarm is beginning to grow in many quarters at the prospect of a destructive war in the Gulf. Mr Saddam, who has accused his US counterpart of betraying God in his determination to wage war in the Gulf, has given no sign in recent days of weakening. Some observers in Baghdad detect a determination within the regime to hang on past the UN deadline in the hope that the nerve of the UN-led coalition will ultimately fail.

King Hussein of Jordan, who has been seeking to promote an Arab dialogue to resolve the crisis, leaves for Europe today in a further effort to mobilise European support for a last ditch peace initiative. US officials in Washington said that Mr James Baker, the US secretary of state, was also considering a further visit to the Middle East before January 15 - a trip which would leave open the possibility of a short-notice visit to Baghdad.

European leaders are in turn set to launch their own effort to end the war at Friday's meeting of Community foreign ministers in Luxembourg and are likely to endorse a meeting with Mr Tariq Aziz, Iraq's foreign minister. However, Britain will make clear to its EC partners that any EC-sponsored meeting with Mr Aziz must not appear to offer a negotiated solution to the conflict.

Mr Jacques Pöös, the Luxembourg foreign minister who will chair Friday's meeting, has said he is ready to meet Mr Aziz, though he said it might be "inopportune" for the encounter to be in Baghdad. Mr Pöös made clear that any European approach to Baghdad would remain strictly in tune with the US in demanding Baghdad's unconditional withdrawal from Kuwait. No EC country had any intention of "making promises to Saddam Hussein", he said yesterday.

The EC meeting was called for by Germany and seconded by France. Its timing reflects concern by some EC governments that, before shots are fired, European leaders should have exhausted all diplomatic means to avoid conflict. British officials said yesterday that the UK would have "no difficulty" in going along with a meeting with Iraqi leaders if EC partners favoured one. But Mr Douglas Hurd, the foreign secretary, will tell colleagues at the foreign ministers meeting in Luxembourg on Friday that there must be no "blurring of the message" to the Iraqis.

"This is the European version of President Bush's 'last mile for peace', a foreign office official said, implicitly suggesting that the initiative was aimed as much at public opinion as at the Iraqis. Washington will watch Friday's meeting in Luxembourg closely. Last month Mr James Baker, the US secretary of state, said he was not concerned at the possibility of the Europeans arranging their own meeting with Mr Aziz, provided that they kept on the same message as Washington. Mr Baker was nonetheless privately much relieved when the EC dropped the idea.

The collapse of the deal is a setback for the longer term European strategies of BA and KLM which were both hoping to bolster their competitive positions in the newly deregulated European airline market by creating a European hub at Brussels.

Sir Colin Marshall, BA's deputy chairman and chief executive, said BA "will continue discussions with the new chairman of Sabena with regard to its future plans for the airline". Sabena has asked the Belgian government, its principal shareholder, for a BF8bn (\$196m) cash infusion. The airline has accumulated government debt of about BF1.8bn and urgently needs a further BF900m to replace its fleet, made up of largely ageing Boeing 737 twin engine jets. Losses are estimated to have climbed to between BF1.8bn and BF2.8bn last year from a deficit of BF1.2bn in 1989.

Mr Pierre Godfrid, the new Sabena chairman, has been asked by the Belgian government to draw up a restructuring and recapitalisation plan by the end of this month, with a view to a possible sale of the airline to a private owner. TEA, the Belgian charter airline, said yesterday it was ready to negotiate with the state carrier. Mr Godfrid has held talks with American Airlines which is interested in expanding its European operations. American Airlines has held talks with TEA. SAS, which had unsuccessfully proposed a rival partnership with Sabena to the BA-KLM venture, is now expected to revive its interest in a possible link. Analysis, Page 13

## British chancellor rejects calls to devalue sterling within ERM

By Peter Norman, Economics Correspondent, in London

THE British government is ruling out a devaluation of the pound to a lower central rate in the exchange rate mechanism of the European Monetary System. Mr Norman Lamont, chancellor of the exchequer, in a new year interview with the Financial Times, gave British businesses a clear warning that they could not expect to be bailed out by a depreciation of sterling.

Asked whether he might consider a lower central rate for the pound than the current DM2.96, which in connection with a move to a narrower fluctuation margin or a general EMS realignment, he answered simply: "No." The pound closed on Monday at DM2.850 and is the weakest currency as measured by the ERM's fluctuation bands. The pound and Spanish peseta - which is the strongest - may fluctuate by 6 per cent either side of their central rates, while other member currencies are restricted to 2.25 per cent.

Mr Lamont underlined several times that membership imposed a discipline which the government had accepted deliberately. Interest rate decisions would be taken "within the overall framework of the exchange rate mechanism" and interest rates themselves would "obviously be set at a level that is consistent with our ERM obligations." Companies needed to control their costs in response to ERM membership, he said. Mr Lamont expects the UK economy to recover once there has been a "marked reduction in inflation" and rejects the idea that Britain faces a slump or economic free-fall. His "overriding priority" was to get inflation down and this would remain the main object of macroeconomic policy, and of monetary policy.

Mr Lamont, who was appointed chancellor of the exchequer in November when his predecessor, Mr John Major, became prime minister, said he wanted to be remembered in the short run as the chancellor who presided over a sharp reduction of inflation followed by the resumption of economic growth in Britain. But he underlined that in the longer term, economic policy must have other goals such as increasing the sustainable growth rate of the economy, and so improving living standards and public services. Mr Lamont will have to face negotiations in the coming months with Britain's European Community partners in the intergovernmental conference on economic and monetary union. He made clear that he will not be rushed into accepting a single EC currency. He said that the government's alternative idea of a "hard Ecu" parallel currency could evolve into a single EC currency if governments and peoples so chose. "But it is also clear that this is not a decision we need to take now." Interview in full, Page 5

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RECESSION IN THE US

Alan Greenspan, the chairman of the Federal Reserve Board, has encouraged hopes that the downturn in the US will be short and shallow with the recovery beginning after less than the 13-month average of all post-war recessions. Page 10

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ACQUISITIONS, for decades a way of life for British and US companies, have now become a powerful force reshaping the market values of publicly quoted European industry. That is the lesson of the new FT European 500 survey of the top 500 companies in Europe, which appears on Tuesday, January 8.

Changes among the top 10 mirror the acquisitive activity of a number of German giants, but how far must they move to displace the British companies that have for decades dominated the corporate map?

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## INTERNATIONAL NEWS

## Soviet forces lift veil from harsh life of barracks in Germany

One woman visitor said the sight and smell of the mess hall would cause a revolt in a prison, writes Leslie Collett

LT COL Vladimir Polikarpov of the Third Guards Tank Division in eastern Germany looked surprised. "If we had known you were coming we would have prepared things," he told his unexpected German guests.

The visitors, bearing New Year gifts, had appeared at the gates of the sprawling Soviet installation unaware that, only hours before, General Boris Smetkov, Commander of Soviet Forces in eastern Germany, had been publicly disgraced in Moscow and relieved of his post.

The general was held responsible for desertion of a regimental commander and a weapons officer who absconded with three advanced Soviet tank shells, as well as anti-tank and anti-aircraft missiles, in the most dramatic of 145 recent desertions from the Soviet army in eastern Germany.

The Germans came in response to a Berlin newspaper report that Soviet army installations in Bernau were holding a New Year's Eve open house similar to ones held recently in other Soviet camps around Berlin. In fact, there had been a misunderstanding and the Russians had merely said Germans wishing to give presents to Soviet troops could hand them in at the main gate.

The visitors, who included this correspondent, expressed disappointment

and were finally allowed in for an impromptu inspection of the Soviet camp. If, as one west German observed, his countrymen were in a romantic mood about things Russian, some illusions were dashed by the visit.

Life in the tank barracks is unrelentingly harsh. The gloomy halls and rooms of the barracks, a factory before the war, have not seen fresh paint in decades. Soldiers sleep 10 to a room in narrow beds. Walls of the adjoining rooms are plastered with accounts of the heroic deeds of the Red Army in the Second World War and in protecting anti-fascist East Germany from western aggression.

The German visitors were astonished by an ancient television set in one of the rooms whose controls had been removed so troops could receive only the Soviet channel beamed by satellite to east Germany.

Outside the weapons room, sealed by a steel gate, an officer assured the visitors that it was quite secure. West German officials claimed that been removed so troops could receive only the Soviet channel beamed by satellite to east Germany.

Outside the weapons room, sealed by a steel gate, an officer assured the visitors that it was quite secure. West German officials claimed that been removed so troops could receive only the Soviet channel beamed by satellite to east Germany.

prison. The soldiers were drinking from metal cups whose white lacquer had long since cracked and broken off. The odour of disinfectant permeated the room with its rows of tables and rickety chairs. A sign over the entrance wished the soldiers a "good appetite".

Outside, young soldiers chipped away in slow motion at ice left over from a snowfall last November. Others smoked or chewed gum and watched, bored, there are no recreation facilities, only a museum recounting once again the battles of the tank division as it made its way across eastern Europe into Germany in 1945. It was not hard to see why desertions from the Soviet army, which is due to maintain a presence in east Germany until December 1994, are soaring.

We asked an officer for the WC and were led to a row of indescribably filthy stand-up toilets overflowing on to the floor. The officer shrugged his shoulders knowingly when we asked why.

Col Polikarpov, while glossing over his men's problems, nevertheless impressed the visiting Germans when he said he and other Soviet officers felt no regrets about not being called to the front in the Gulf crisis. "We were in Afghanistan. This time it is the turn of the Americans," he said.



Soviet troops on wagons after unloading tanks to be shipped from Rostock in east Germany to the Soviet Union

## Refugee flood alarms Athens

MR Constantine Mitsotakis, the Greek prime minister, alarmed by a flood of Albanian refugees crossing the border, will visit Tirana this month to urge the Greek minority to stay there, Reuter reports from Athens.

About 3,000 men, women and children fled Albania in the past 24 hours alone, police said yesterday. The latest exodus came after more than 3,000 Albanian refugees, mostly ethnic Greeks, had streamed across the once heavily guarded border during December.

The new flood of refugees is the biggest to reach Greece for many years. Families walked for 3-15 hours to escape. Their flight would have been impossible until Albania recently began opening up after four decades of Stalinist isolation.

"We're struggling to put them up wherever we can," a police spokesman said in the northwestern town of Igoumenitsa. "We're putting them in hotels, schools, tents, anywhere, but the weather is nice and they just keep coming."

The Greek government and the Orthodox Church have appealed to the ethnic Greeks in Albania, estimated by Athens to number about 400,000, to remain while the authorities implement political reforms pledged in early December.

But the refugees, including an increasing number of women and children, have said the government of President Ramiz Alia cannot be trusted and the promised free elections on February 10 will be a sham aimed at retaining the communists' grip on power.

"Everyone wants to leave," said Mr Nikos Lezou, 36, a recent arrival who travelled under a barbed wire border fence and swam a freezing river to escape to freedom. "Alia is not trying to reform Albania. Everyone is ready to revolt."

He said thousands of people were gathering in border villages preparing to cross, with the once trigger-happy Albanian guards apparently content to let the refugees pass.

Greece has become increasingly alarmed by the exodus, and Mr Mitsotakis said last night he would visit Tirana on January 13 and 14.

For 45 years Albania, which has a population of 3.5 million, was one of the world's most isolated countries. But since the death of dictator Enver Hoxha in 1985, it has slowly opened up to the outside world.

## Albania sets out to attract foreign investors

By Laura Silber, recently in Tirana

COMMUNIST Albania is treading new ground in its efforts to find the right formula to attract foreign investment.

"Call me and you can start building a hotel tomorrow," Mr Shkëlzen Cani, general director of the newly-created Albanian State Bank for Foreign Affairs, told western visitors last week in one of Tirana's two hotels for foreigners.

Mr Cani represents the new breed of technocrats who, inspired by President Ramiz Alia, have spearheaded the drive to modernise Albania. As head of the bank, Mr Cani says Albania, with Europe's lowest standard of living, must hurry to catch up. "Westerners should come and get acquainted with the real Albania," he says.

The government has targeted several priority sectors for foreign investment, including joint ventures in agricul-

ture and foodstuffs, and light industry, especially tourism and textiles.

Mr Cani believes hard currency earnings could be boosted by building secluded luxury hotels along the undeveloped southern coastline. Albania would offer an alternative to the better known, faster-paced Mediterranean resorts, he says.

Albania also lacks equipment to explore and exploit offshore oil reserves. Advanced technology is needed, too, to step up chrome production - Albania is the world's third

largest chrome producer.

The ban on foreign investment under Mr Enver Hoxha, the country's orthodox communist ruler, was lifted last spring. But potential investors have complained Albania's communist officials will not cede decision-making powers to private entrepreneurs.

Foreigners can put up 99 per cent of capital for an investment project but they are required by law to form a joint enterprise with a state-run Albanian partner.

Profits can be repatriated but are subject to taxation.

Mr Alia warned Albanians that further disturbances would endanger reforms. Leaders of the opposition Democratic party have also appealed for calm and plan to hold a series of peaceful rallies across the country to gather support.

However, Albanian officials realise they must offer incentives to investors. "We are now discussing a tax holiday of up to five years," says Mr Lige Dhamo, president of Albania's Chamber of Commerce.

Albania will have to compensate for poor transport links with other countries and for its internal infrastructure, which lags behind neighbouring Yugoslavia and Greece. Telecommunications present another problem.

Mr Cani realises that Albania will have to overcome these gaps in order to attract

investors. The Albanian State Bank, which was founded last month, has already signed a protocol for joint investment with the Bank of Bilbao worth \$10m for financing priority projects, he says.

Mr Rehsep Erbelli, a US-based businessman of ethnic Albanian origin, says that he would like to open a hotel or a restaurant in Albania. "But I want to own it," he says.

"Hundreds of businessmen have visited and left empty-handed. The bureaucracy is too strong, but they know a change will have to come soon."

Communism has not yet been abandoned for capitalism. But Mr Cani admits that socialism and the free market have not worked together well in eastern Europe. He adds: "Albania is not a carbon copy of the east European economies. We will try until we get it right."

## White House may toughen stand against acquisitive foreigners

By Nancy Dunne in Washington

FOREIGN purchases of US securities are likely to run into increasing criticism in the new year amid growing frustration in the Bush administration with Japanese trade policies and mounting public concern that foreigners are snapping up American assets.

In its first two years, the administration has been firm by the principle that virtually all foreign buyouts were acceptable, bringing into the country valuable capital and domestic jobs. However, in the wake of the apparent collapse of international trade negotiations and with growing congressional concern about foreign investment, officials have begun to show signs of weakening resolve.

The latest indication of administration concern centres on the just-completed \$6.6bn (\$2.4bn) purchase by Matsushita Electric Industrial Co. of MCA, which included valuable commercial properties inside Yosemite National Park.

Fearing an outraged public backlash at the "loss" of one of the jewels of the US national park system, Mr Manuel Lujan, the interior secretary, proposed that Matsushita donate its \$300m worth of Yosemite properties to the government. MCA refused and Mr Lujan responded with anti-Japanese

comments in an interview in yesterday's editions of The Washington Post.

"Happy New Year," he is quoted as saying sarcastically. "A Japanese company now owns exclusive rights to do business in Yosemite." He added that he would not buy a Japanese car or a foreign car of any sort.

"I don't think it does any good to siphon our money overseas."

He threatened to cancel national park service contracts with Yosemite Park Curry, the MCA subsidiary acquired by Matsushita, and complained about the lobbying influence of Mr Robert Strauss, former US trade representative, and former senator Howard Baker, who were hired to pave the way for the controversial deal.

Another signal from the administration came late last Friday when the US Justice Department, in a surprise move, announced it would seek to block in court the pending acquisition by Nippon Sanso of Semi-Gas Systems, a California-based division of the Hercules Group.

The purchase had already been given the go-ahead by the Treasury-led committee on foreign investment in the US (CIFE), an interagency committee made up of representa-

tives of eight government agencies, including the Justice Department. Its task is to examine acquisitions with national security implications.

After CIFE gave its approval to the deal, the Justice Department initiated its own investigation after receiving complaints and concluded that the purchase could "substantially lessen competition in the production and sale of gas cabinets in the US".

Mr Brad Larschan, general counsel of the Association of International Investment, said the Justice Department's decision "may signal administrative displeasure with Japan in the bilateral relationship, the persistent trade imbalance and perception of trade unfairness."

Mr Larschan said Nippon Sanso currently had only 2 to 3 per cent of the US market while Semgas controlled 38 per cent, which would bring total market share to 40 per cent.

"This would suggest that the Justice Department believes a 2 to 3 per cent market share increase would 'substantially lessen competition'."

He predicted that the issue of foreign investment in the US would become increasingly acrimonious when Congress returns this week.

## Valuation row could mar Comecon talks

By Christopher Bobinski in Warsaw

A ROW over valuing Comecon's multi-story headquarters and other facilities in Moscow could mar talks on transforming the once Soviet-dominated eastern European trading organisation.

A Soviet valuation of the Comecon building, originally paid for by members, is considered derisory by most of the signatories. They are determined to have a realistic price put on the organisation's assets.

A meeting of Comecon's executive committee, due to start in Moscow tomorrow, is to discuss a draft statute for a new organisation which would perform a "consultative and advisory function" for member countries but would have no power to co-ordinate policy.

This suits the Poles but Mr Lubbe warned that, should the present centralising trend in the Comecon mean that the Soviets will want to give the new organisation greater powers over member countries, then "we are not interested".

Membership of the new organisation will be restricted to European states, as well as Mongolia, Cuba and Vietnam, which are present Comecon participants.

Finland and Yugoslavia are envisaged as having a Soviet status, the Hungarians have spoken of inviting Austria to be an associate and Germany has expressed an interest in being involved.

The draft statute, which has been agreed by experts from member countries, drops all mention of socialism, commits the new organisation's members to "market principles" and integration with the world economy.

The work of myriad Comecon committees, which sought in the past to co-ordinate policy in fields such as engineering or telecommunications, has been suspended.

The only formal structure foreseen by the new statute is a meeting of "representatives of member governments" to be called whenever necessary.

A secretariat would remain, on a smaller scale than the present Comecon bureaucracy. This means that no more than a third of the present Comecon staff will be needed. The question then arises of who will own and use the rest.

One of the main objections of the political parties is to the militants' demands that the talks be held under an article of the Constitution that deals with negotiations with foreign countries, thereby giving the impression that they consider the Sikh community a separate nation altogether. The militants have not yet reacted to Mr Shekhar's invitation.

Significantly, the daily killings in Punjab have not been halted in the last few days.

## Shekhar faces opposition over talks with Sikhs

By K.K. Sharma in New Delhi

MR CHANDRA SHEKHAR, India's new Prime Minister, is facing opposition from some of the country's leading political parties over his invitation to Sikh militants to hold talks on their demand for "self-determination".

The parties are anxious that any solution to the Sikh question should not lead to the break-up of the Indian union.

Under this pressure, Mr Shekhar, who leads a minority government supported by Mr Rajiv Gandhi's Congress party, issued a statement that the talks would be held within the framework of the Indian constitution and that there would be no compromise on the country's integrity.

In effect, this rules out an independent homeland in Punjab for the Sikhs. Since the militants have demanded secession from the Indian union and creation of an independent nation they call Khalistan, this could stall the talks even before they have started.

Mr Shekhar's invitation came over the weekend when he met Mr Sharanjit Singh Mann, leader of the main faction of the Akali Dal, the Sikhs' political party. Mr Mann's mandate for the meeting, according to a memorandum submitted to the Prime Minister, was limited to a discussion "on the right of self-determination" for the Sikhs. The Hindu fundamentalist Bharatiya Janata Party, now the main opposition group in parliament, has sought assurances that the talks would not set in motion a process that breaks up the country.

The Congress party, while not opposing the talks with the militants, has asked for similar assurances. The two Communist parties have opposed the talks on the grounds that there has been no discrimination against the Sikhs.

One of the main objections of the political parties is to the militants' demands that the talks be held under an article of the Constitution that deals with negotiations with foreign countries, thereby giving the impression that they consider the Sikh community a separate nation altogether. The militants have not yet reacted to Mr Shekhar's invitation.

Significantly, the daily killings in Punjab have not been halted in the last few days.

## Turkey and Pakistan try to get closer to Iran

By Farhan Bokhari in Islamabad

MR Ali Akbar Velayati, Iran's foreign minister, arrives in Islamabad today for talks with his Pakistani and Turkish counterparts aimed at expanding economic and political co-operation.

Officials say Pakistan and Turkey are faced with new economic pressures resulting from the Gulf crisis, and can benefit from closer relations with Iran, especially with Tehran's growing regional importance, larger revenues from oil exports and his national reconstruction needs.

Iran's role in the region became more important last week, when GCC (Gulf Co-operation Council) countries at their annual summit in Qatar welcomed Iran's wish to improve ties. Iran responded by saying it was willing to discuss a regional security arrangement for protecting Gulf countries.

This followed several months of diplomatic efforts to convince all GCC countries except Saudi Arabia, with which Iran has no diplomatic relations, that Iran's protection is essential for the success of any such arrangement.

The three foreign ministers will primarily discuss the Gulf crisis. But they will also examine prospects for expanded regional co-operation under the five-year-old ECO (Economic Co-operation Organisation), which includes Pakistan, Iran and Turkey. Turkey also has an interest in finding new export markets.

In recent weeks Pakistani officials have repeatedly said they would like to see more economic co-operation with Iran. Prime Minister Mian Nawaz Sharif is due to visit Tehran later this month, after an earlier visit by Mr Nasseh Ali Khan, the oil minister, to seek concessional oil supplies and export markets.

Some Pakistani businessmen also see prospects for sending labourers to fulfil Iranian reconstruction needs, as a means for Pakistan to reduce unemployment and receive more overseas remittances.

## Brotherhood takes Jordan cabinet posts

By Laila Andoni in Amman

MR Mudar Badran, Jordan's prime minister, yesterday announced a reshuffle in which members of the influential Muslim Brotherhood have been appointed to head five ministries.

The government has had to make big concessions to the Brotherhood, which dominates parliament, to avert splits as Jordan comes under increasing political and economic pressures due to its refusal to join the US-led alliance against Baghdad.

At the same time, Mr Taher Al Masri, a Jordanian of Palestinian origin who advocates close ties with the Palestine Liberation Organisation, was appointed foreign minister. This is an indication that King Hussein is trying to consolidate his home front and pursue an policy independent of Washington in the Gulf crisis.

Members of the Brotherhood have been given the ministries of education, health, justice, religious affairs and labour.

Over the last year, the Brotherhood has asserted growing influence while its leftist and secular rivals have failed to unite.

A national charter, approved by King Hussein last week, will allow legalisation of political parties, officially ending the semi-monopoly of the Brotherhood - which was the only political movement tolerated by the government - to counter the radicals. But for the time being, according to analysts, King Hussein finds himself even more dependent on the Brotherhood.

## Commission seeks new definition of Quebec's relationship

Robert Gibbens on a noisy debate among Francophones over the status of their province 'inside or beside' Canada

THE FRENCH-speaking Canadian province of Quebec is going through a noisy post-Meech Lake constitutional debate as a special parliamentary commission gets into stride.

But despite heavy nationalist rhetoric, the first two weeks of the debate indicate that most Francophone Quebecers favour a middle road somewhere between the status quo and independence.

Premier Robert Bourassa set up the 36-member Bélanger-Campeau Commission to study Quebec's relationship with Canada after the Meech Lake Accord was blocked in June. It will make its report by March 28 1991.

Mr Bourassa, a federalist with a keen ear for consensus, crafted it carefully to respond to Francophone Quebecers' strong emotions following the failure of Meech. Most believed Quebec could sign the 1992 Canadian constitution and win recognition as a distinct "soci-

ety" and increase its autonomy.

Co-chairmen are Mr Michel Bélanger, former senior federal and provincial civil servant and bank chairman, a federalist, and Mr Jean Campeau, former Quebec senior civil servant and head of the Caisse de Depot, a C\$40bn (\$34.4bn) agency investing Quebec's public sector pension fund, and a nationalist.

The members represent all federal and Quebec political parties, business and labour, education and the arts. Native groups are not represented because terms could not be agreed. The commission's mandate is to study Quebec's political and constitutional situation. "Failure of Meech left Quebec in an impasse," the co-chairmen said.

"Quebec tried in vain to convince its partners in Confederation of the legitimacy of its minimal conditions for adhering with dignity to the Consti-



Mr Bourassa: responding to Quebecers' emotions

tutional Act, 1982. The resulting stalemate is a source of instability.

The Commission seeks a new definition of the relationship between Quebec and Canada and of Quebec's place "inside or beside Canada."

This was a clear message to

Francophones making up 80 per cent of Quebec's 6.5m population. Most hitherto have regarded themselves as part of Canada's two founding peoples.

The opposition Parti Quebecois and nationalists of every hue seized the opportunity, trying to dominate the hearing. Hundreds of intervenors, in person or by briefs, have had their day.

The hearings continue throughout the province for another month, and are broadcast live on cable-TV.

Those advocating "sovereignty" or a separate Quebec claim that Canada "does not work" and Quebec should hold a referendum on separation now.

Some business groups such as the provincial Chamber of Commerce and the Caisse Desjardins credit union group have backed "sovereignty" and even a separate currency.

A few voices, including the Patronat and the Montreal Board of Trade, pointed to the

gains. If Confederation had not worked, Quebec could not have developed one of the strongest provincial economies, reached high living standards and kept Montreal as Canada's second largest city, a big business and manufacturing centre and predominantly French-speaking.

Quebec has lived through the 1970 October Crisis, eight years of Parti Quebecois rule, rigid French language legislation and the 1980 referendum battle.

It voted massively for prime minister Brian Mulroney and the Conservatives in 1984 and brought Mr Bourassa and his Quebec Liberals back from oblivion in 1985 with a record majority to improve the economy and reach a political settlement with Ottawa.

In Quebec, the PQ now leads in the polls and uncertainty has grown with Mr Bourassa's bout with cancer. But the PQ is divided within. The issue is whether a return to power should trigger an immediate

declaration of "sovereignty" or a referendum first.

At the federal level, the Bloc Quebecois, a breakaway group of Quebec MPs favouring separation, have made a strong initial impact. If the polls are right, it could wipe out the Conservatives' big majority in Quebec.

Is the Bélanger-Campeau Commission having any real impact? In Quebec it is helping to clarify the basic issue. But the rest of Canada, excluding Ottawa, is mostly indifferent.

But if Quebecers do want a new relationship with Canada, inside or beside, how will it be defined and negotiated? The debate has failed to shed real light on this aspect.

Quebec and Ontario are now caught in the worst recession since 1982, and the constitutional quarrel may not get top priority.

But pressures will intensify with the electoral timetable. A federal election is due late in 1992 and a Quebec election in



Mr Campeau: a leader of the 36-member Commission

late 1993.

The Mulroney-Bourassa axis died with Meech and the new Federal-Liberal leader Mr Jean Chrétien is highly unpopular in Quebec.

The ball will be in the Federal court once Bélanger-Campeau reports next March.

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## THE MIDDLE EAST

## Mubarak voices deepening regional fears over war

By Tony Walker in Cairo

WHEN President Hosni Mubarak warned in his New Year message of the Middle East descending into a "merciless hell", it struck many observers as an uncharacteristically shrill pronouncement from the domineering Egyptian ruler.

But his advisers say the warning exactly reflects deepening concern in the presidency that the region is sliding towards war, and that unless the risks are put as starkly as possible, there is a danger that the "fog" of war will take over and that it will be too late to avert catastrophe.

Mr Mubarak is a relatively recent convert to the view that war would be disastrous for

the region. In the early days he made little secret of his desire to see Iraq dealt with by military means, and the sooner the better.

But as the crisis has dragged on, he, like many others, has been persuaded of the risks of a regional conflagration. And lurking in the background is always the fear that Israel may somehow become involved, with potentially disastrous consequences for pro-western Arabs.

However, despite Mr Mubarak's spirited intervention there is no sign yet of Baghdad heeding calls for compromise. Scarcely a day passes without a senior Iraqi official re-stating his country's deter-

mination to retain Kuwait in perpetuity.

Equally, Iraq's propaganda has been taking on an even more florid hue as time runs out on the UN-imposed January 15 deadline for Iraqi forces to leave Kuwait. Baghdad seems to be at pains to avoid any hint that it might be willing to compromise.

These are sombre moments in the Gulf crisis, as the clock ticks towards the UN ultimatum with no sign of progress in various mediation efforts. The faltering peace mission of the Algerian President Chadli Bendjedid seems to have led nowhere.

Baghdad and Washington remain deadlocked over dates

for a meeting between President Saddam Hussein of Iraq and Mr James Baker, US secretary of state. Efforts by individual envoys, many from the east bloc, who have paraded through Baghdad appear to have run into the sand.

Attempts to promote an "Arab solution" by Arab leaders such as King Hussein of Jordan, King Hassan of Morocco and Yasser Arafat of the Palestine Liberation Organisation have come to nothing.

But perhaps surprisingly while the outlook is bleak, the mood in Middle East capitals is not yet despairing.

In Cairo, the former powerful defence minister, Field Marshal Abdel Halim Abu Ghazala,

said at the weekend that he expected Iraq to withdraw from Kuwait at the "last minute". But he added he also believed President Saddam would hang on to the Romanli oil field on Kuwait's northern border, and the Warba and Bubyah islands at the head of the Gulf "for bargaining".

Mr Ghazala's assessment reflected views of other Arab observers who expect that mediation efforts will intensify in the next 10 days in a last gasp to avoid a war.

The former Egyptian defence minister, who got to know President Saddam well during the era of close military co-operation between Egypt and Iraq that coincided with

the Gulf war, said Arab strategists were worried about the destruction of the Iraqi military "since this will affect the balance of power in the area, especially that Iran is the big gainer... and has started buying more weapons".

Regional optimists - and their numbers are dwindling - believe Mr Saddam will cut his losses at the last minute and beat a tactical retreat, as he has done more than once in a turbulent career.

But, equally, feelings of hope are being tempered by fears that the region is sliding towards war, as was the case in the 1967 conflict with Israel that ended disastrously for the Arabs.

## Palestinians shot on anniversary of first Fatah infiltration

By Judy Maltz in Jerusalem

ISRAELI troops killed four Palestinians in the occupied West Bank and Gaza Strip yesterday on the 26th anniversary of the first Fatah guerrilla group operation against Israel.

A curfew had been placed on 1m Palestinians in the West Bank and Gaza in anticipation of disturbances. Checkpoints were set up throughout the occupied territories and all residents were barred from entering Israel.

Mr Guido de Marco, UN General Assembly president, today begins a visit to the occupied territories, where he will meet Palestinian refugees. The visit is in response to the October 8 killings of 18 Palestinians on the Temple Mount by Israeli police.

The Israeli army has been bolstering its forces in the West Bank and Gaza Strip over the past few days, fearing an outbreak of violence on Fatah Day.

On January 1, 1965, Fatah infiltrators from Jordan placed a bomb on an Israeli canal, but it was discovered before it exploded. The anniversary of this date has generally been

marked by Palestinian rioting and violence.

A police chief said yesterday his forces were on alert against the threat of guerrilla actions on the anniversary date.

On Monday, a Palestinian woman from Bethlehem blew herself up with a bomb she had been preparing in Jerusalem's Jewish market-place. Police said she had intended to plant the bomb in a fruit and vegetable basket in the midst of the crowded market.

Mr Roni Milo, police minister, warned yesterday that Palestinian guerrillas who undertook such attacks would receive the death penalty.

"Our position is that terrorists who come to harm our innocent citizens, to kill and murder us, must know that if they don't blow themselves up with the bomb, we will see to it that in any event they won't come out alive."

On Saturday, Israeli troops shot dead four Palestinians in Gaza, in a day of widespread clashes. The army clamped a curfew on most of Gaza the following day to prevent further violence.

## Nato to consider Turkish call for air cover

By David Marsh in Bonn

NATO ambassadors meet in Brussels today to consider Turkey's request for alliance air support to guard the country's north-east against potential aggression from Iraq.

Turkey has requested deployment of the air component of the Allied Mobile Force (AMF), consisting of three squadrons of fighters from Germany, Belgium and Italy.

Officials in Bonn say Nato believes deployment of roughly 50 aircraft from the three countries would be a political signal to underline solidarity with Turkey as the military build-up in the Gulf continues.

Turkey said at the weekend

it would not use the Nato force to launch an attack against Iraq.

Mr Hans-Dietrich Genscher, Germany's foreign minister, is taking a deliberately cautious line over the Turkish request. This reflects Bonn's reluctance to be drawn directly into any military confrontation over the Iraqi invasion of Kuwait.

None the less, Germany is unlikely to obstruct Turkey's call for reinforcements. Mr Helmut Kohl, the Chancellor, has repeatedly emphasised Germany's wish to stand up and be counted alongside the US over the Gulf crisis.

Despite strong German pub-

lic opinion that the country's involvement in a Gulf war would be undesirable, the German air force sent eight officers to Turkey last week to explore the technical details of deploying German aircraft.

Defence Ministry officials in Bonn said yesterday the German component of the AMF comprised 18 ageing Alpha-Jet fighters. Personnel for the squadron, including ground back-up, would total between 200 and 300 men, accompanied by an air force transporter aircraft.

Both the German air force and the land-based army have trained in Turkey as part of

close bilateral military co-operation.

There is speculation in Bonn that the Nato ambassadors could accede to the Turkish request for deployment as a purely political gesture, but would stop short of making the committed aircraft operational.

A further Nato decision would thus be needed before the squadrons could be sent into action.

The Social Democrat opposition in Bonn, meanwhile, said that Germany's constitution and the Nato treaty required parliamentary approval before German forces could be sent into action.

## Gulf crisis forces Saudi Arabia to delay budget

By Mark Nicholson

SAUDI ARABIA has delayed the announcement of its 1991 budget, usually unveiled after a New Year's Eve cabinet meeting, due to the cost of the Gulf crisis and uncertainty over world oil markets.

The official Saudi press agency reported that the cabinet decided to extend last year's budget for as long as necessary to cope with the present crisis.

The agency's statement said the government could not forecast oil incomes in 1991, because of difficulties in estimating both Saudi production levels and world prices. Saudi Arabia is the world's largest oil exporter, depending on the commodity for 60 per cent of its revenues.

The statement also said the kingdom had spent more than it had earned from higher oil revenues and production during 1990.

"The Iraqi invasion of Kuwait and its threat to Saudi territory led to the concentration of financial resources to face this emergency situation by strengthening our military capabilities, supporting public services and additional expenditure on brotherly and friendly forces," it said.

Gulf economists say Saudi Arabia has raised oil production to an average of 7.5m b/d since the crisis, from 5.7m b/d in the first seven months of 1990, to help offset a shortfall of 4m b/d in world sup-

plies caused by the UN embargo against Iraq and Kuwaiti crude.

Gulf International Bank estimates Saudi Arabia's oil earnings to have risen by 63 per cent in 1990 to \$41.3bn (\$21.3bn) - a \$16bn flip to revenues, which the government had budgeted at \$25.3bn.

However, the Saudi finance ministry says the cost of supporting the multinational forces ranged against Iraq and of aiding nations affected by the UN embargo will cost \$21bn. Moreover, a large portion of the increased Saudi oil production is being offered at concessionary rates to allied countries, or free to the multinational forces.



A young child raises the Kuwaiti flag and gives a victory sign to almost 2,000 of her countrymen who had gathered at the Giza pyramids in Cairo to mark the new year.

## Iran awarded FFr940m in uranium contract dispute

IRAN has been awarded a FFr940m (296m) court judgment against France by a Geneva tribunal, in the long-running dispute between the two countries over a uranium-enrichment contract dating back to the 1970s, writes Ian Davidson in Paris.

However, the award handed down by the arbitration tribunal of the International Chamber of Commerce in Geneva covers only a small part of the disputed sums of money involved in the contract, which had been concluded by the Shah of Iran and repudiated after his overthrow by the new regime of Ayatollah Khomeini.

Since September 1989 the two governments have professed their shared desire to restore good relations and settle the disagreement by negotiation, but recent talks have

failed to make progress.

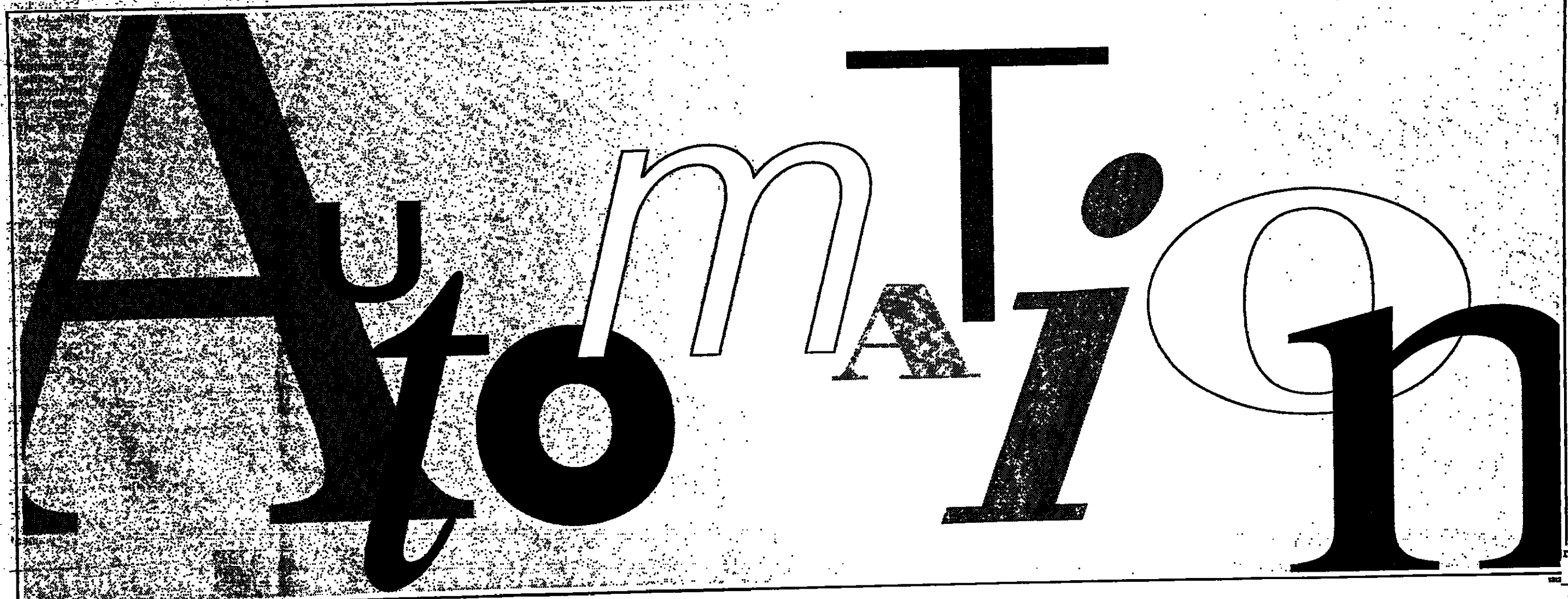
The dispute settled by the Geneva judgment concerns a loan made by the government of the Shah in 1977 as advance financing for the supply of enriched uranium by Eurodif, which operates the uranium enrichment facility at Tricastin.

The other outstanding dispute concerns the much larger loan of \$1bn (\$500m) from the Iranian government to the French Atomic Energy Commissariat (CEA), in connection with contracts for the construction of nuclear power plants.

The French government has already repaid \$680m of this loan, but the two sides continue to disagree over calculations of capital and interest, and therefore over the total amount remaining to be paid.

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## INTERNATIONAL NEWS

## Somali guerrillas claim president trapped in capital

SOMALI rebels battling to oust President Mohamed Siad Barre said yesterday the president was trapped in an underground bunker while heavy fighting raged around him, Reuters reports from Nairobi.

Regular communications with Mogadishu, the capital, have been cut and it is unclear how much of the city is in the hands of the rebels.

A United Nations aircraft flew 10 UN aid workers from Mogadishu to safety in Nairobi yesterday and another UN aircraft will try to fly out 10 more UN workers today.

Italy is sending air force transport aircraft to Nairobi, where they will wait a truce before flying on to Mogadishu to pick up Italians and other foreigners.

The United Somali Congress (USC), one of the main rebel groups, said in a statement from its London office: "Siad Barre cannot escape under any circumstances."

"All of Mogadishu, with the exception of the former home of General Siad Barre in the former military airport known as Arifone, is in the hands of the USC."

The statement said Mr Siad Barre, who has ruled for 21 years, was in a reinforced military bunker, defended by tanks and artillery manned by loyal troops.

The USC controlled the area around the bunker in the south of the city, including the civilian airport, the adjacent Hane military camp and the main streets leading into Mogadishu, it said.

But Mr Ahmed Mohamed Aden, foreign minister, who is out of the country on a trip to Qatar, denied in an interview with the BBC that

the rebels controlled most of the embattled city. Despite the rebel claims, the state-run Radio Mogadishu continued broadcasting.

Fierce fighting erupted in Mogadishu over the weekend as rebels, who already controlled much of the Somali hinterland before they began infiltrating the capital last month, stepped up their battle.

On Monday the USC said they controlled most of the capital and that Mr Siad Barre, who has ruled the impoverished country on the Horn of Africa with a strong hand since taking power in a 1969 coup, was about to flee the city.

Rebels began their military campaign against Mr Siad Barre in 1988 and by 1990 there were five rebel groups against him.

The leading groups - the USC, the Somali National Movement and the Somali Patriotic Movement - have said since August they will co-operate to overthrow the president, rejecting his efforts to modify one-party rule.

On a constitution announced in October, Mr Siad Barre stepped down as secretary-general of the ruling Somali Revolutionary Socialist party and said he was dismantling the feared security apparatus.

The new constitution theoretically guarantees press freedom, human rights and free expression and promises social stability.

Egypt and Italy - the former colonial power in Somalia - have tried unsuccessfully to mediate in the conflict and have renewed efforts this week to broker peace between the president and his opponents.

## Babangida offers modest boost to a shaky economy

William Keeling on the budget in the run-up to civilian rule

NIGERIA'S 1991 budget, which is the hallmark of one of Africa's most ardent political leaders, offering the prospect of a modest boost to the economy in a year that will be critical to the planned transition to civilian rule in 1992.

Since winning office in a coup some five years ago, President Ibrahim Babangida has pursued an economic and political balancing act, implementing radical economic reforms while at the same time setting in train a process which culminates in presidential elections in October next year.

Expected cuts in interest rates, an increase in foreign exchange available for imports, and a doubling of the minimum wage should in theory ease the plight of Nigerians who have seen a steady fall in their real income and a sharp drop in employment since the start of the 1980s.

But observers here wonder whether this will be enough to cushion the impact of two setbacks to government's economic and political prospects.

The first is President Babangida's warning that Nigeria's food supply problems during the first half of this year. "Drought" decimated one crop and livestock in some states. This would likely put pressures on domestic food supplies in the first half of 1991," he said in the budget speech.

The second is the poor turnout at last December's local government polls, the first step in the transition to civilian rule. In many parts of the country less than 15 per cent of the voters turned out, reflecting widespread scepticism about the transition - in particular, that the two parties allowed to participate are both creations of the government.

This combination of food shortages and political disillusion could make 1991 the president's most testing year. Presumably his advisers had this

in mind when drawing up the budget. Its two most critical steps are the decision to impose an interest rate regime on the banking sector in order to bring down the cost of borrowing, and the 26 per cent increase in the funding of the central bank's foreign exchange auction to \$5.4bn in 1991, as a means of stimulating the private sector.

It was not the intention of government to "return to a regime of rigid interest rate control," said the president, but under new central bank guidelines bank lending rates are expected to decline to an average of 20-21 per cent.

Commercial interest rates hovered around 30 per cent throughout last year.

But hopes of an oil bonanza - oil accounts for over 90 per cent of export earnings - were dampened by the president, who warned against the "serious impression that... a large reservoir of financial windfall has accrued" as a result of higher oil earnings.

Although foreign exchange reserves have more than doubled last year to over \$3bn, the president said that the economy remained hampered by "seemingly intractable large fiscal deficits by government" and the "inability of non-oil exports to generate significant foreign exchange".

Revenue projections for oil in 1991 have declined from a high of \$10.5bn in 1988 to \$7.5bn in 1991. The effect of the Gulf crisis and have been calculated using the production quota and benchmark dollar price of \$21 previously agreed by Opec countries.

But the government has highlighted projects which will benefit from any additional revenue accrued. These include the steel sector - at the heart of which is the multi-billion dollar Aljokuta steel plant - and the continuing construction of a new federal capital at Abuja.

The rate of inflation for 1991 is projected to be no higher than 8 per cent. Inflation is currently around 15 per cent, down significantly from a high of over 50 per cent in 1988. But placing upward pressure on inflation are the prospect of restricted food supplies and the acceptance by the government to a doubling of the minimum wage to \$28 a month.

The coming months will see two key tests for the government: can it reach a new agreement with the International Monetary Fund, essential for further rescheduling of Nigeria's \$3.4bn external debt? And will the next round of elections - at state level - get more enthusiastic responses. Unless the answer is yes to both questions, President Babangida may be hard-pressed to keep up his balancing act.

## China's leadership sticks with socialist orthodoxy

Ruling élite distances itself from reforms of two years ago but reveals little detail. Peter Ellingsen reports

CHINA will stick with orthodox socialism and play down the role of economic reform, a meeting of the country's top leaders has decided.

The long-awaited seventh plenum of the Communist Party's ruling élite ended on Sunday night with a strong endorsement of conservative policies, and a rebuff to progressives.

The meeting - delayed for several months because of bitter divisions between central authorities and the more liberal provinces - was a victory for hardliners. In a language reminiscent of the doctrinaire 1970s, the party's central committee distanced itself from the reforms of two years ago, and outlined a five-year plan and a 10-year economic blueprint that emphasises socialist ideology.

Asserting that socialism would make China "strong" and its people "rich", the meeting turned its back on eastern European style reforms, claiming that under the continued dominance of the party, "China will withstand every kind of storm and score even more

China executed 39 criminals after a mass rally in a sports stadium in the central city of Xian last week. Reuters reports from Peking. The official Shuangxi Province Daily, which reached Peking yesterday, said their crimes included murder, robbery and rape. China has reported several hundred executions since the authorities launched what is officially known as a "serious smashing" of crime last May. Amnesty International, the London-based human rights organisation, has said the crackdown is the harshest since 1983 when an estimated 10,000 people were executed.

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Japan must offer economic and technical know-how to help establish a new world order, Prime Minister Toshiki Kaifu said in a New Year message. Kyoto reports from Tokyo. He singled out Mikhail Gorbachev's scheduled visit to Japan next April, declaring: "In Japan-Soviet relations, the resolution of the territorial issue and establishment of a peace treaty is important."

"I plan to appeal for a decision when Mr Gorbachev comes for the planned April visit," he said. Japan has said that it cannot conclude a peace treaty until

must actively participate in establishing the new international order."

Mr Kaifu said he would continue efforts to boost international peace and prosperity. He singled out Mikhail Gorbachev's scheduled visit to Japan next April, declaring: "In Japan-Soviet relations, the resolution of the territorial issue and establishment of a peace treaty is important."

"I plan to appeal for a decision when Mr Gorbachev comes for the planned April visit," he said. Japan has said that it cannot conclude a peace treaty until

Moscow ends its post-war occupation of four small islands off Hokkaido.

Mr Kaifu said strengthening the "global partnership" with the US would also help to create a new world order.

President George Bush is set to visit Japan before Mr Gorbachev's trip, but no date has been set.

Japanese crowded shrines yesterday to pray for a year of good luck. Worshippers sheltering under umbrellas (pictured above) waited their turn to go under a rope held by security men, controlling access to an inner shrine at Kamakura.

## Horoscopes, blood pressure tests and a bank called Tomato

Small banks in Japan tout for business

By Emiko Terazono in Tokyo

IMAGINE walking into your friendly bank on a Saturday afternoon and finding a flamboyantly dressed woman behind the counter reading customers' horoscopes.

In Japan, it can happen. Last July, Kansai Shinkin Bank began hiring an astrologist on alternate Saturdays in one of its branches.

The bank had already shown itself as something of an innovator by installing a self-serve blood pressure testing device in the branch because many of its customers were elderly.

These unusual moves are all part of a fierce battle going on among banks in Japan to attract retail customers. The rapid pace of deregulation of

deposit interest rates in the past couple of years has forced financial institutions to compete more vigorously for personal savings, and a variety of new instruments have appeared.

This may be good for the customer, but it is especially hard on the smaller regional and shinkin (credit) association banks which do not have the means to keep up with the deals offered by the city banks and other large financial institutions.

Thus, they must use their wits. Kansai Shinkin's resort to an astrologist may seem a bit extreme, but Mr Shigehide Torii, customer service manager at the branch, says it was

designed to appeal to young women, a group which has lots of money but not much idea of what to do with it.

It caught on immediately, so much so that reservations for a free 15-minute consultation must be made two weeks in advance. Mr Torii says that

registrations for "Windy", a newly designed credit and cash dispenser card aimed to appeal to women, have increased since astrology began.

Kansai Shinkin is not the first bank in Japan to draw attention to itself through unusual marketing practices. Last year, Sanyo Sogo Bank in Okayama started many by changing its name to Tomato Bank when it converted from a

mutual savings and loan bank to a second-tier regional bank.

However, deposits surged 26.3 per cent to ¥588.2bn (£2.3bn) in the year ending March 30 this year, while the number of depositors increased by 107,000, four times the previous rate of growth.

A Tomato Bank official says that the new name reflected the bank's new retail orientation. "The bank has even changed its original plan to open a branch in Tokyo dedicated to wholesale business, and has opened a retail branch there instead. "We decided to stick to individual customers after a flood of telephone inquiries about the Tokyo branch," the official said.

## NEWS IN BRIEF

## C Itoh to join Exxon in Sakhalin oil search

C Itoh and Exxon Corp have agreed to conduct a joint feasibility study on the development of oil and gas resources on the Soviet Far East island of Sakhalin, a Tokyo business daily reported yesterday. Reuters reports from Tokyo.

The two companies recently reached a basic agreement to conduct a joint development study, said the Nihon Keizai Shimbun daily, Japan's largest business daily.

The plan will be formally proposed to the Soviet government during a Soviet-Japan economic meeting scheduled in Tokyo for late January, it said.

China began shipping crude oil yesterday by railway from the Turin Basin, a north-western area believed to hold some of the world's largest untapped reserves. AP writes from Peking. The official Xinhua News Agency reported that 1,800 tons of crude oil from the basin in the remote Xinjiang Uygur Autonomous Region was being shipped to refineries by railway.

Oil industry experts have said large-scale commercial projects in the north-west would require construction of a 2,240-mile pipeline costing up to \$8bn. Some 70 to 80 per cent of China's current oil output comes from ageing oil fields in the north-east where production is starting to decline.

Pakistan alcohol dismissal urged

Ms Benazir Bhutto, Pakistan's opposition leader, called for the dismissal of Jam Sadiq Ali, the chief minister of Sindh province, after he admitted drinking alcohol in violation of the country's Islamic laws, Reuters reports from Islamabad.

Other opposition deputies said during a brief debate in the National Assembly on Tuesday that Mr Ali, a bitter opponent of Ms Bhutto, should be dismissed in accordance with Sharia laws.

One newspaper quoted Mr Ali saying: "I don't care a fig for any law. Allah is merciful and He would have mercy on me. I have a lot of pressure of work."

"I drink, but remain in my senses all the time," he told the newspaper.

Sri Lanka truce tested

Sri Lankan government troops have been ordered to stop all offensives against Tamil rebels to test the guerrillas' offer of a new year's truce, military officials said yesterday, agencies report from Colombo.

No trouble has been reported since midnight on Monday when the Tamil Tigers had said they would start an unconditional and indefinite ceasefire in their seven-year-old separatist war.

Zaire invites UN observers

President Mobutu Sese Seko of Zaire has invited the United Nations Human Rights Commission to the trial of officials held responsible for violence last May at Lubumbashi University, the state news agency Azap said yesterday. Reuters reports from Brussels.

"Zaire has nothing to hide," Mr Mobutu said according to Azap, monitored by the Belgian news agency Belga.

A parliamentary commission last week said only one student was killed in violence on the campus at Lubumbashi, the Shaba capital, on the night of May 11. Opposition groups claim up to 150 students were killed by élite troops flown in from Kinshasa.

Ershad party to enter elections

The political party founded by Gen Hossain Mohammad Ershad, Bangladesh's ousted president, said yesterday it was preparing to contest parliamentary elections due on February 27. Reuters reports from Dhaka. The Jatiya party said in a statement the decision was taken at a meeting chaired by Mianur Rahman Chowdhury on the fifth anniversary of the founding of the party.

Mr Chowdhury, a former prime minister, is acting as party chairman for Gen Ershad who resigned on December 6 following a violent campaign by opposition parties and students.

Tokyo calls require extra digit

Telephone calls to seven-digit numbers in Tokyo now require an extra 8 to be added, as from yesterday, January 1. International calls which began with the country and area code 813 should now begin with 8133.

## Algerians flex their democratic muscles

Francis Ghiles on how the language question is again dividing political forces

LAST Thursday saw the largest demonstration in Algeria since the bloody riots of October 1988 brought more than 100,000 people on to the streets.

Led by Mr Hocine Alt Ahmed, one of the heroes of Algeria's war of independence and chairman of the country's most influential secular party, the Front des Forces Socialistes (FFS), protesters chanted "No to rampant fascism", and "No to Arabisation".

They were protesting at the passing the previous day of a law making Arabic obligatory in all official documents and meetings. The language question has become, not for the first time, the battleground on which the different political forces line up.

Algeria's troubled history helps to explain why the issues are so complex.

At independence in 1962, 90 per cent of Algerians were illiterate. In an effort to help their countrymen regain their culture, President Ahmed Ben Bella and his successor, Colo-

nel Houari Boumedienne sought to "Arabise" education. By the mid-1980s they had achieved their goal but at a price.

The standard of Arabic learned by young Algerians is often rudimentary; teachers were recruited from Syria and Egypt, and they teach a form of Middle East Arabic which has little meaning for natives of North Africa, where the Arabic tongue is traditionally mixed with Berber and French.

The teachers have also turned to have strongly fundamentalist sympathies.

Resentment at the pace of "Arabisation" was particularly keenly felt among those whose mother tongue was Berber. They saw no reason why the two languages could not co-exist. Until the middle 1980s most expressions of Berber culture, the native culture of the region, were banned.

A different but equally dangerous form of resentment was fostered among those "Arabists" who attended university courses taught in Arabic. They

were not given access to the top jobs in diplomacy or fast-developing industry, of which the young state was so proud. Candidates who spoke French and English, having attended universities in Europe and the US, were preferred for such jobs.

Lack of freedom, characteristic of what was then a single-party system, also played its part in fostering the idea that a return to traditional Arab and Moslem values would purge society of "perverted" western ideas.

This helps to explain the victory of the Islamic Salvation Front in last spring's municipal elections. Many observers, virtually none of whom had forecast the result of the first free elections in North Africa, were quick to warn that Algeria was ripe for an "Iranian scenario".

Since last summer they have felt vindicated by the way many new mayors have closed schools, cancelled music festivals, forced certain schools to

separate male and female pupils, and banned western films from local cinemas.

Next June's general election is seen by Algerians as a key test; will history allow the fundamentalists to use a short-lived democratic break to reimpose a new form of dictatorship?

Last week's demonstration suggests the answer is far from a foregone conclusion. The extraordinary freedom of debate, which allows journalists to criticise President Chadli Bendjedid and highlight corrupt practices within his family, has resulted in a string of new newspapers, more than half of which are published in French.

Those who pride themselves on their Berber cultural heritage and those who desperately want to see a democratic and relatively secular Algeria no longer appear afraid of confronting the fundamentalists.

The victory of the latter was helped last June by the decision of the FFS not to field candidates in municipal elec-

tions and by the many who did not bother to register, often because they refused to believe the elections would be fair.

Today the Islamic Salvation Front knows it cannot deliver on its promises of jobs and housing for all, however much it may berate the leadership many people feel for the ruling Front de Libération National (FLN) and the decline in purchasing power which affects most Algerians.

The events of the next months will be crucial. Will the squabbling politicians of the FLN - whose effective monopoly of power was broken in the streets two years ago - split? Will the party continue to vote through democratic laws, such as the one on "Arabisation", in the vain hope of cutting the ground from under the feet of the fundamentalists? Will a reformist wing seek an alliance with the FFS?

The outcome of next June's general election is now more difficult to forecast than ever, but the uncertainty may be the price for more democracy.



## UK NEWS

'Good public service not simply a matter of money' ■ 'Politicians should not preach' ■ 'Thrift is a Tory virtue'

## Lamont says there is no question of a slump

**YOU** HAVE been chancellor for just over a month. What are your goals?

For the present, my overriding priority is to get inflation down, and that will remain the main objective of macro-economic policy and particularly monetary policy. But, in the longer term, economic policy must have other goals as well as increasing the sustainable growth rate of the economy and thus improving living standards and public services.

Although you have been in the Treasury for many years — as financial secretary and chief secretary before becoming Chancellor — you are something of an unknown quantity beyond Westminster and Whitehall. How would you characterise your views on economic policy?

My views are essentially "social market" which involves sound money, limited but effective government, and leaving markets free to operate elsewhere in the economy. But as Richard (Lindsay) Erard, architect of the post-war German economic miracle, said, we ought to emphasise the "social" as well as the "market". There is no conflict between market forces as the main motor power of the economy and decent public service or the relief of poverty.

Who or what has most influenced your views on economic policy and how?

Events have played a large part in shaping my views. It was my experience in the City in the late 1960s and 1970s that brought home to me — what now seems obvious — that getting inflation down was the prerequisite for everything else and that inflation was a disease of money. Many individuals and politicians have influenced me. During the 1970s the arguments of Keith Joseph made a deep impression on me. Among economists, again I have been influenced by many, but I might pick out Hayek, Friedman's Capitalism and Freedom and Samuel Brittan's Capitalism and the Permissive Society. No one interested in economic issues in this century can say they are not influenced by Keynes, who was a great man, although I do accept much of the critique of how his ideas were applied.

The recession in Britain seems much more serious than thought even a month ago. What would you advise companies and individuals to do in these difficult times?

I know that business is currently having a rough time. And as I said in the House of Commons, it is always difficult to predict precisely when the turning point will come and growth will resume. But what is clear from past experience is that we can expect growth to pick up again once we have seen a marked reduction in inflation. And it is becoming clear that inflation is now falling.

We are already well into the downturn and output has now been falling for perhaps six months. There is certainly no question of a slump or of the economy going into "free fall". We need a period of below-trend growth to correct the effects of the excess demand we had in 1987 and 1988. Other forecasters share the government's view that there will be an upturn in the second half of this year.

As for services, I do not believe politicians should pretend to expertise on issues else for that matter. But I do think it is legitimate to point out that the framework of policy has changed, and that now we are in the ERM firms cannot expect to be bailed out by the depreciation of sterling. So, in their own interests, companies need to control their costs. They have a better opportunity to do so today than in the past thanks to the industrial relations reforms of the last decade. More widely, companies now have greater freedom to manage their own affairs. Actually, I suspect that, as a result of the supply side improvements, the labour market may well prove more flexible over this testing period than it has been in the past. But we shall see. It will be interesting.

Have you entered number 11 Down-

ing Street with your hands largely tied, given that a general election has to be fought in the next 18 months and much control over monetary policy has been transferred to the Bundesbank through British membership of the exchange rate mechanism of the European Monetary System?

Of course it is not true to say that in the ERM governments have no control over their monetary policy. But membership does impose a discipline, and we have accepted that deliberately. Some people, including some who backed ERM entry, are all too ready to duck out of paying the necessary price for getting inflation down.

Your predecessor as chancellor promised that he would "not play politics with the economy". Are you prepared to accept the tough economic disciplines imposed by the ERM even though they could weaken your government's chances of winning the general election that has to be fought by the middle of 1992?

What would really destroy the Conservative party's electoral prospects would be failing to get inflation down. In any event I have always believed that steering macro-economic policy for political ends is impractical. It is impossible to fine-tune the economy with such a degree of precision, and attempts to do so usually end up making things worse. And anyway it would be irresponsible to try.

Industry has been complaining that the DM2.95 central rate at which we entered the ERM is too high. Would you be sympathetic to setting the rate at a lower level, perhaps in connection with a move to the narrower 2.25 per cent fluctuation margin or a general realignment of parities in the EMS?

No. You admitted shortly after taking office that Britain is in recession. The UK has the highest inflation rate of the Group of Seven countries. The same party has been in power for 11½ years. Does the government accept that it has badly mismanaged the economy of this country?

The success of governments in managing the economy should be judged not by short-term fluctuations but by the economy's performance over a number of years. The current downturn follows a decade in which UK output, investment

## The chancellor answers questions from the Financial Times

and productivity has grown faster than in Germany, France and Italy — our best performance since the war. And over the last decade our inflation rate has averaged just under 8 per cent. With inflation now set to fall sharply, we can look forward again to building on that performance.

John Major as Chancellor was much more worried about Britain's large current account deficit than Mr Lawson. Does the deficit cause you concern, given that many forecasters believe it could start to rise again in 1992 after falling in 1990 and 1991?

Certainly the growth of our current account deficit was a sign that demand was growing at an unsustainable rate and we needed to bring it down. Our manufacturing trade position has already improved. In the latest three months we had a deficit of £1.2 billion — about a third of the deficit in the corresponding period last year. And our non-oil visible trade deficit is narrowing quite rapidly.

But I believe Nigel Lawson was right to point out that with the development of international financial markets, current account imbalances are the inescapable

counterpart to flows of capital, and that deficits are more likely to persist and to be financed than in the past.

Borrowing in the UK by companies and individuals has risen very sharply to record levels in recent years. Financing the debt is causing real pain in many parts of the economy and there are also fears of a credit crunch as the banks retrench. Isn't all this going to make economic recovery from the present recession all the more difficult?

Of course the main cause of the inflationary pressures we have seen was the growth of borrowing in recent years by companies and individuals, and lending by the banking sector. Adjustment is already under way but it is bound to be a painful process.

High levels of debt rather fly in the face of traditional Tory ideas of the virtues of thrift. The last budget introduced incentives to boost savings. Do you see a need for further government action to encourage savings?

Thrift is certainly a Tory virtue, although there is of course nothing wrong about borrowing to finance profitable investment. Tomorrow sees the launch of TESSAS, which were announced by John Major in his budget earlier last year and which should encourage small investors to make regular savings over longer periods. And April will see the end of composite rate tax on non-taxpayers' savings. You would not expect me to say anything further in answer to your question so close to the budget.

Tax relief on mortgage interest payments has been blamed for distorting savings and investment patterns and making management of the economy much more difficult. Are you sympathetic to the idea of scrapping or modifying such tax relief?

Encouragement of home ownership has been a major objective of this government's policy. Nearly 68 per cent of the housing stock now consists of owner-occupied dwellings; an increase of almost 4 million since 1979.

But the impact of mortgage interest relief should not be overstated. As a result of holding the cash level of the ceiling at £30,000 and bringing down the rates of tax to 25 per cent and 40 per cent, the importance of the relief for the average house buyer has already fallen considerably over the 1980s.

What indicators do you look at when considering whether or not to change interest rates?

Interest rate decisions will continue to be taken to create domestic monetary conditions which reduce inflation. This will be within the overriding framework of the Exchange Rate Mechanism. We have accepted, and we do accept, the discipline of the Exchange Rate Mechanism.

Now that we are in the ERM isn't there a case for modifying the techniques of monetary policy? For example, why not adopt a more flexible approach to interest rate changes by having smaller, less dramatic moves in rates, much as the French do?

Interest rates must obviously be set at a level that is consistent with our ERM obligations. But I do not think it necessarily follows that all ERM members must adopt the same techniques of monetary policy. I think you would be astonished if I took up your invitation to speculate on the size, timing, or frequency of future interest rate changes!

Is it still the government's goal to reduce the basic rate of income tax to 20 pence in the pound? How does this rank alongside other policy goals?

Yes, of course, but only when it is prudent to do so.

How do you feel about the prospect of the government becoming a borrower again?

My objective is to balance the budget over the medium term, not in every single year. If damaging and destabilising tax changes are to be avoided, this could mean moving into modest deficit when output is



Norman Lamont: 'Britain has become more of a meritocracy but there is still further to go. I would like to contribute to that process'

below trend, and modest surplus when output is above trend. I see nothing wrong with this; indeed such variations in the budget balance have a valuable role to play in stabilising the economy.

Mr Lawson, when he was Chancellor, put forward plans for an independent Bank of England. Will you? I have no plans to do so. Both the government and the Bank are firmly committed to the overriding objective of getting inflation down. That seems to me much the most important point, and I do not see a need for a change in the Bank's status to secure this. Whatever the pros and cons of the argument about an independent central bank, it seems to me that we have already reinforced our policies with an independent discipline by joining the ERM.

But countries with independent central banks seem better able to deal with inflation?

Low inflation is achieved by pursuing a firm monetary policy, and I do not think there is any simple relationship between a

central bank's statutory position and its inflation performance. The success of the Bundesbank in this respect may reflect German monetary history more than precise institutional arrangements. There are countries with independent banks which have been far less successful on inflation. And there are countries such as Japan which have a good inflation record despite having one of the least independent central banks.

You will soon be putting Britain's plans for the "hard Ecu" and the European Monetary Fund into the precise legal language that is necessary for them to be considered and possibly adopted as part of the European Community's programme for economic and monetary union. Will this be the occasion for any change in the substance of these proposals, and if so what would this entail?

Our proposals for a new common Community currency — the hard Ecu — and a new monetary institution — the European Monetary Fund — were first outlined in John Major's speech of 20 June 1989 to the German Industry Forum, and we have pro-

vided further detail in subsequent speeches and articles. What we intend to do now is to set out detailed proposals for the main legal texts designed to put the scheme into effect, in order to facilitate their early consideration at the EMU IGC. So we have been engaged in a continuous process of refining and developing our proposals. But there is no fundamental change of substance — we are still putting forward an approach, based on the hard Ecu and the EMF, which concentrates on the next practical steps, promotes convergence in an anti-inflationary way, and allows all 12 member states to move forward together.

Won't Britain have to accept at least the goal of a single European currency if it is to have any influence over the Inter-governmental Conference?

I have made it perfectly clear that, under our proposals, the hard Ecu could evolve into a single currency, if peoples and governments so chose. But it is also clear that that is not a decision we need to take now. I do not think that we are alone in the Community in the view that we need to concentrate now on the next practical steps, ones that will allow all 12 member states to move forward together. So we're looking forward to negotiating constructively with our Community partners, and — I hope — to reaching an agreement that is acceptable to everybody.

Could you still make the same speech that you made to the Strages Group in November in which you took a strong line against an EC currency? Or is the position now so different that you would have to make a different speech?

The speech I made was wholly in accordance with government policy, and our policy has not changed. It expressed caution and scepticism about the political developments that might grow from an imposed monetary union, rather than one that was market driven and evolutionary, which is the British position. I would certainly make the speech again but if I was making it today I would add a section to make clear that ERM membership — which is separable from the issue of EMU — is at the centre of British economic policy.

There has been much talk of "earring Conservatism" since the change of prime minister. Mr Major has himself laid great stress on the need for a better education system and is strongly opposed to shoddy public services. Will the Lamont chancellorship see general government expenditure taking a bigger slice of the nation's economic cake?

No, I have no plans to do that. I too am strongly opposed to shoddy public services. There is no reason why the public sector should be a synonym for poor service. But good quality services are perfectly compatible with the fall in the share of GDP that we have achieved in the last 11 years. Don't forget that the boundaries of the public sector have been altered in that time. And good service of course is not simply a matter of money; it can be a question of management. We should always be prepared to look at public services radically and not be intimidated by producer pressure groups.

A year ago, Mr Major told us that he wanted to be remembered for low taxes, low inflation and high investment in a Britain that gives individuals the opportunities to realise their full potential irrespective of their class, sex, colour or creed. What do you want to be remembered for?

In the short run as the Chancellor who presided over a sharp reduction in inflation followed by the resumption of growth based on enterprise. I want to see Britain's commercial greatness secure and underpinned. For the longer term, what sort of country do we want to be? I very much agree with John Major's remarks about a society in which there is greater opportunity for everyone to use their abilities to the full. Britain has become more of a meritocracy but there is still further to go. I would like to contribute to that process.

## Comet writ against BSkyB claims £10m merger losses

By Raymond Snoddy

COMET, the electrical retail arm of Kingfisher, has issued a High Court writ against BSkyB, the satellite TV venture, claiming £10m damages.

The writ alleges that Comet claims that it has suffered from the sudden merger in November of British Satellite Broadcasting and Mr Rupert Murdoch's Sky Television. Comet's claim covers "redundant stock, customer exposure and various other sums due". Apart from its stock of BSB Squarials, Comet says that it also spent considerable sums promoting BSB, the five-channel TV service which has now effectively been merged with Sky.

Under an agreement with

the new Independent Television Commission, BSkyB will continue to broadcast the merged programme service on both the BSB and Astra satellite systems until the end of 1992.

The Comet writ raises the question of the extent to which the merged venture — in which Pearson, publisher of the Financial Times, has a 20 per cent stake — will be held responsible for the losses of equipment manufacturers and retailers.

BSkyB has taken responsibility for individual BSB viewers and has offered free exchange of equipment before broadcasting of its programme service ceases on the old BSB satellite system.

The consortium is expected to argue, however, that it is not responsible for losses suffered by manufacturers and suppliers of equipment.

Soon after the merger was announced, Mr Sam Chisholm, BSkyB managing director, wrote to retailers, telling them to stop selling Squarials and warning that if any were sold they would not be switched on by the satellite. Now Comet, which had 17,000 BSB customers out of a total of 120,000 BSB homes, says that it is being told to start selling Squarials again, even though the service is guaranteed only until the end of 1992.

The ITC is examining what can be offered on the BSB satellites thereafter.

## Fair trading chief urged to quit

By Richard Lapper

THE Institute of Insurance Brokers yesterday called for the resignation of Sir Gordon Borrie, director general of fair trading, in the dispute over a proposed boycott of General Accident, the insurance company.

The call came amid indications that smaller insurance brokers may be preparing to defy last month's order by the Restrictive Practices Court outlawing their planned boycott of the company.

The Restrictive Practices Court ruled, shortly before Christmas that a proposed boycott by brokers would be

unlawful and granted an interim order to Sir Gordon.

The Institute had called for a boycott in protest at the company's refusal to end its agreements to co-operate with schemes allowing motor manufacturers to offer "free insurance" to buyers of new cars.

GA underwrote a package for Ford which ended in September, but has refused to give any undertaking that it will desist from writing similar schemes in future.

According to the Institute Sir Gordon had seriously "aggravated" a "day to day" commercial

dispute by applying for the order. Mr Andrew Paddick, director general of the institute, which represents about 20 per cent of the UK's 4,500 brokers, said his organisation had received hundreds of telephone calls from brokers objecting to the ruling and demonstrating the "solidarity" of the market.

He added, however, that his organisation as bound by the terms of the court order and said he was writing to members to inform them of it.

The affair should have been referred to Mr Peter Lilley, the Secretary of State for Trade and Industry, said Mr Paddick.

## Attack launched on reliability of staff testing

By John Gapper, Labour Editor

AN ATTEMPT to prevent the misuse of psychological testing of employees was launched yesterday. The move follows criticism that there is little evidence that personality tests can measure likely success at work.

The British Psychological Society started a drive to prevent occupational tests being sent to companies which do not employ a person who is certified in the proper use of psychological tests — often known as psychometrics.

There has been a rapid growth in the use of psychometric testing by employers either as a recruitment tool or to select staff for jobs inside companies. Seventy three per cent of companies now use some form of occupational test.

The tests are intended to produce more objective results than interviews. However, personality tests were said in a recent article of Nature, the science weekly, to be flawed and open to misuse.

Support for a form of testing or certification of psychometric tests has been expressed by Mr Alistair Graham, director of the Industrial Society. The society has advised members not to place too much reliance on such tests.

The BPS said it wanted to ensure that both employers

and workers had confidence in the fairness and accuracy of tests.

It has already promoted guidelines on testing, but has now launched a certificate of competence in testing.

The certificate is to be launched in July for people who have completed an approved training course or are already registered with one of the big publishers of psychometric tests.

The society yesterday published a statement of good practice.

To be eligible for the certificate, people will have to be approved by a chartered psychologist. They will be assessed in 97 elements of competence in seven areas, including confidentiality and reliability.

In the Nature article, Mr Steve Blinkhorn and Mr Charles Johnson, both directors of Psychometric Research and Development, said the hypotheses on which some tests are based were misused in a "scandalous" manner.

They said a review of technical literature suggested that tests had little predictive power, and many of the results were well within the bounds of what a chance selection process might produce.

## Plea by Major's former union

By Our Labour Editor

THE BANKING union Bifu has protested to one of its former members, Mr John Major, at being refused recognition at a building society, in spite of a vote by members of the society's staff association to merge with it.

Mr Lelf Mills, Bifu general secretary, has written to the prime minister to complain at the lack of any legal mechanism for enforcement of union recognition, which has allowed the North of England Building Society to reject Bifu.

The refusal of the building society to allow its staff association to join Bifu has led to attempts by some members of staff to form a new association. Mr Major was a member of

Bifu when he worked at Standard Chartered bank.

Bifu has faced difficulty since its inception in competing with staff associations encouraged by financial services companies. The big clearing banks formed staff associations before the Second World War when faced with unionisation.

The North of England Building Society, which has about 500 staff, refused to recognise Bifu when its staff association notified it of the merger. Members of the association voted by 76 per cent to 24 per cent to merge with Bifu.

Mr Terry Malloy, Bifu deputy general secretary, said the case had highlighted weak-

nesses in the law on union recognition. He said the union had been careful to observe all its statutory duties.

There has been growing pressure from within the TUC for the reinstatement of some form of statutory recognition procedure. The Labour party has promised to bring an unspecified form of recognition enforcement if elected to government.

The transfer of engagements from the staff association to Bifu was registered with the certification officer last July.

However, after a meeting with Bifu leaders the society's board rejected any form of recognition in September.

## Local union democracy studied

By Our Labour Staff

LOCAL UNION leaders in local government and engineering workplaces may represent their members' views far better than those in other sectors, including health and financial services, according to a study of union democracy.

The government-funded study of the involvement of union members in five workplaces found that a variety of styles of leadership among local representatives had far-reaching effects on their accountability to members.

The most representative and accountable set of local leaders, whose members were most involved in decision-making, belonged to the Nalco public

services union at the housing directorate of an inner London local authority.

However, leaders of the MSF general technical union at an insurance company in central London, and of the public services union Nupe at a group of hospitals in north-east London, both failed to involve and represent members.

The study concludes that the main reason was the attitude of local union officials towards members rather than the policies of national union leadership. In all cases, national leadership tried to foster better involvement.

The study's authors argue that a "vicious circle" can be

created by a lack of local involvement as a result of which the membership becomes too fragmented and inexperienced to deal with big disputes and may eventually atrophy.

The other workplaces studied were the paint, trim and assembly plant of a car maker on the outskirts of London and a complex of small marine and avionics equipment manufacturing plants in south London.

Local Trade Unionists in Action: Patterns of Union Democracy, by Patricia Fosh and Sheila Cohen, in Trade Unions and Their Members, edited by Patricia Fosh and Edmund Heery, Macmillan, £40.



## UK NEWS

## Home loans institutions hold talks

By David Barchard

CHELSEA & Gloucester (C&G), the sixth largest UK home loans and savings institutions, is discussing a merger with Portsmouth Building Society.

Mr John King, chief executive of Portsmouth, which has assets of £760m, confirmed on New Year's Eve that talks with C&G were under way. "No decision has yet been taken," he said.

C&G, based in western England, during the last three years has climbed into the uppermost ranks of the building society industry through a succession of aggressive takeovers. In the last two and a half years, the C&G has taken over seven home loans and savings institutions, known in the UK as building societies.

Last year it launched the first ever contested bid between two societies when it unsuccessfully challenged Stroud & Swindon, another west of England institution, to take over the small Frome Selwood building society.

British recession leads to 35% increase in company bankruptcy and liquidation

## Business failures hit 10-year high

By Peter Marsh, Economics Staff

THE RECESSION led to a 35 per cent increase in business failures in England and Wales last year compared with 1989, according to figures published in London today.

The total of 24,442 companies which collapsed in 1990 was the highest during the 10 years the figures have been published by Dun & Bradstreet, the business information company.

The latest results confirm the impact on the corporate sector of the rapid decline in consumer and business demand in the UK over the last six months.

They show that company failures - liquidations and bankruptcies - are running at more than twice the level of 1980, the first full year of Mrs Thatcher's first Conservative government.

The number of collapses in 1990 was 10,651. The figure rose steadily in the early 1980s to reach 21,682 in 1984. In 1989, 18,153 businesses went under.

The weak economies of many other European nations

Business Failures in England and Wales			
Year	Liquidations	Bankruptcies	Total failures
1980	6,514	3,514	10,028
1981	8,227	4,978	13,205
1982	11,131	5,436	16,567
1983	12,486	6,821	19,307
1984	13,847	8,035	21,882
1985	14,353	8,550	22,903
1986	13,659	6,591	20,250
1987	10,644	5,761	16,405
1988	9,276	7,286	16,562
1989	10,197	7,956	18,153
1990	13,611	10,831	24,442

Source: Dun &amp; Bradstreet

and the US, have reduced the export prospects for many British companies, which have also been hit by slowing UK demand.

The UK's high interest rates have also pushed up borrowing costs. As companies' debt has increased, many have found that their banks are unwilling to maintain lines of credit, another factor behind the increased collapses.

Last year businesses failed

at a particularly high rate in southern Britain as the recession bit into the predominantly service-oriented economy around London. Northern England - the area hardest hit during the last recession of the early 1980s - was less affected.

Company failures in 1990 were accounted for by nearly 14,000 liquidations and almost 11,000 bankruptcies.

London and the south-east recorded 10,997 business fail-

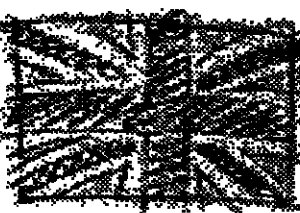
ures in 1990, an increase of 35 per cent on 1989. The region accounted for almost half the companies that succumbed to the recession.

The south-west, a booming area of Britain for much of the 1980s, last year suffered a 70 per cent increase in company bankruptcies and liquidations - a rate worse than for any other area. Total failures in this region came to 3,064.

East Anglia, another area in which growth in the past decade has been strong, recorded 1,089 failures last year, a 52 per cent increase.

In contrast, the traditionally manufacturing-oriented areas of the north east and north west saw increases in failures of 20 per cent and 21 per cent respectively, a rate well below the national average. Company collapses in these regions last year came to 2,362 and 2,678. The West Midlands, East Midlands and Wales had increases in business failures in 1990 of 35 per cent, 36 per cent and 17 per cent respectively.

## BRITAIN IN BRIEF



## Poor year forecast for property

The commercial property market, which has just had its worst year since 1974, will get worse before it gets better, says a report by Investment Property Databank, an independent research body.

Mr Rupert Nabarro, IPD's managing director, said: "The severity of the slump is fast approaching that of 1974 and the most recent trends show few signs of any respite."

IPD's concern about the market stems from poor prospects for rental growth, which is expected to get worse before it improves.

Sterling's weakness within the European exchange rate mechanism and the continued upward pressure this put on interest rates had dashed hopes that rental growth would bottom out in late 1990, it said.



ARCHBISHOP Cardinal Daly, leader of Ireland's Roman Catholics (pictured above), called for an independent inquiry into the killing of a 20 year old man, shot dead in Northern Ireland by soldiers near a vehicle checkpoint. Speaking in Armagh, Archbishop Daly said the circumstances of the shooting on Sunday had brought the credibility of the security forces into question.

Mr Fergal Caragher was killed and his brother injured when a car knocked down two soldiers. But the Irish government has called for a full report into the incident in what is being seen as the first test of Anglo-Irish relations in the new year.

## Wales remains buoyant

New jobs and investment in finance, engineering and electronics are helping Wales withstand the effects of the recession much better than many other regions.

The claim was made by Dr Gwyn Jones, chairman of the Welsh Development Agency after latest figures showed manufacturing employment in Wales was still growing by 2.5 per cent compared with an overall national decline of 0.7 per cent.

More than 130 new projects in Wales created or safeguarded 15,000 jobs in 1990. Employment in financial services grew by 3,000, an increase of 4.5 per cent.

Demanding increased investment, she said: "We must invest in the fabric of our hospitals and a rebuilding programme so that medical advance and patient care is not hampered by Dickensian buildings."

A government spokeswoman said health authorities were aware of the problem and were tackling it.

A vaccine to prevent thousands of women dying from cancer of the cervix is set to undergo human trials

in Britain within two years, scientists have announced.

The new hope is based on research by Professor Bill Jarrett of the Veterinary School in Glasgow, who has already produced a vaccine against a similarly caused disease found in cattle.

Campaigners for cancer research hope that a single shot of the vaccine would provide life-long protection against cancer of the cervix, which kills more than 3,000 women every year in the UK.

## Betting opens on 1991 events

Coral, the British bookmakers, have begun taking bets on the political and sporting events of 1991.

The odds on a general election being called in 1991 were quoted at 4/7, with the prospect of the opposition Labour party forming a government during the year put at 2/1. Betting also opened on the Wimbledon tennis championships with 6/1 on a German winning double of Graf and Becker.

## 1960 CABINET PAPERS

## Documents reveal France as focus of concern

By John Authers

THIRTY years ago, it was France, and not Germany, which was the leading European power and the focus of British suspicions.

Last year Mr Nicholas Ridley, the former trade and industry secretary, made comparisons between Helmut Kohl and Adolf Hitler. But in 1960, a Foreign Office memo was far more concerned about the danger of a "Louis XIV plan" by France, then led by General de Gaulle, to dominate the EC.

Such British attitudes to Europe three decades ago have only just emerged from cabinet papers released under legislation ensuring the secrecy of cabinet documents for 30 years.

Mr Derrick Heathcoat Amory, then chancellor of the exchequer, said a decision to enter the European Community would be "a political act with economic consequences", not the other way around.

If Britain stayed out, our political influence in Europe

and the rest of the world was likely to decline, while a decision to enter would avoid tariff discrimination, he said. He added that Britain would be surrendering control of its commercial policies to a European bloc, when its trade interests were worldwide.

Mr Reginald Maudling, president of the Board of Trade, had "fundamental objections" to membership, and said the EC could pose a "serious economic threat". Lord Home, who in 1960 became foreign secretary, wanted to join to help keep Germany out of the Soviet Union's sphere of influence. He favoured joining on special terms, which would require close preliminary negotiations with the French.

The cabinet agreed that it could not accept entry under the full terms of the Treaty of Rome. Mr Harold Macmillan, then prime minister, said this presented "insuperable difficulties".

The minutes add: "It was argued there was no ground for alarm that membership would commit us to close integration. As a member, the United Kingdom would be able to influence the political development of the community and strengthen the forces in it which already preferred a loose confederal arrangement."

There was also an economic stumbling block to the most direct of links with the Continent. In February, the cabinet was told that government help "in some form or other would be due course become necessary" for the group building a tunnel under the English Channel.

In November, a request for "a great deal of financial support" was turned down. That tunnel was projected to cost £130m over five years - the estimated cost for the tunnel now under construction stands at £7.6bn.

Europe is not the only issue

to have stayed alive over the last 30 years. The primary topic of discussion at the first cabinet meeting of 1960 was Kuwait.

Mr Selwyn Lloyd, the foreign secretary, said the ruler of Kuwait now wanted a more rapid timetable for the reduction of the UK's jurisdiction over the protectorate.

There is also an eerie prescience in the brief to a committee of the chiefs of staff, which was asked to draw up a contingency plan to dislodge Iraqi troops if they invaded Kuwait. Its report said an assault at brigade group level, supported by air action against Iraqi targets in both Iraq and Kuwait, would be needed.

Ministers could have been forgiven for overlooking Kuwait. In a year when the US incident worsened relations between the US and the Soviet Union, and the UK took the decision to station US Polaris missiles in Scotland.

This decision caused the cabinet great pain, following the abandonment of the Blue Streak project to build a British nuclear missile. The minutes for July show that ministers felt their choice was between international prestige and maintaining resources for other areas.

Correspondence between Mr Macmillan and President Eisenhower shows the Polaris decision was also bitterly contentious. Eisenhower referred to difficulties over "provision of facilities for our submarines in the Clyde".

The letters also reveal a phrase of which the country was to hear much more in the following three decades. Macmillan had scribbled "I agree" on a memo from his private secretary which said: "It may be necessary to recognise that our 'special relationship' with the US is not worth much, even with President Eisenhower."

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6.41% 4.81% 5.00%	6.41% 4.81% 5.00%	6.41% 4.81% 5.00%

90 Day Capital Account	12 Month Capital Account
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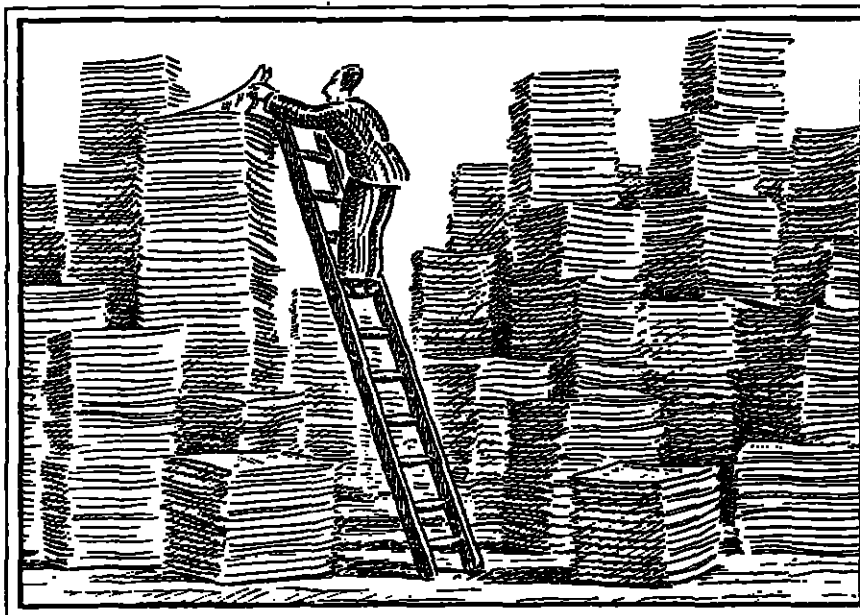
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## MANAGEMENT

New Scottish organisations have a wider role than their English counterparts, explains James Buxton

## Sweeping reform that goes beyond training

Lex Gold, one of the men at the centre of the web of Local Enterprise Companies (LECs) springing up in Scotland, makes a crucial point: "LECs may sound like the English TECs (training and enterprise councils) but they are actually very different: they have a far wider remit and will be much more powerful."

While the TECs, progressively being established across England, will concentrate on training, the LECs will not only handle training but also take on many of the powers for economic development of the Scottish Development Agency (SDA); these include advice and funding for businesses, property development, land reclamation and provision of factories.

The LECs are part of a sweeping reform whereby both the SDA and the Highlands and Islands Development Board are disappearing, merging with the Scottish functions of the Training Agency to form two new bodies: Scottish Enterprise in the south, and Highlands and Islands Enterprise in the north.

The structure will come into existence at a stroke next April 1. Scottish Enterprise, based in Glasgow in the old headquarters of the SDA, will be the core body for 13 LECs, and Highlands and Islands Enterprise for a further nine.

The LECs now exist in embryo, their boards headed by senior local businessmen and with private sector representatives holding at least two-thirds of the places. Scottish Enterprise's LECs recently submitted three-year plans all costing for what they intend to do. These amount to competitive bids for the LECs' share of the £320m out of the £400m Scottish Enterprise budget (the rest goes to the central body).

The total budget represents no increase in real terms on the previous year's spend. Of the £320m rather more than half is destined for training, with tight statutory strings attached, while the ex-SDA portion is more discrete.

tionary, though LECs must obtain authorisation from Scottish Enterprise for items of more than £250,000.

"Scottish Enterprise is being created in the belief that it is going to be more effective than what was being done before," says John Condillie, the ex-SDA director who is joint managing director of the core body, along with Gold, who formerly ran the TA in Scotland. Next week their chief executive, Crawford Beveridge, a Scot headhunted back from California, moves in.

Professor Neil Hood, who has left a senior post at the SDA, recently described Scottish Enterprise as "a morass of complexity" full of "tensions and uncertainties".

These are some of the main questions being asked about the initiative:

- Will the core body exercise strong central control over the LECs, or will the LECs have reasonable autonomy?
- Will the training and economic development functions genuinely be merged?
- How different will what the LECs do be from what the SDA and the TA do now?
- How much flexibility will the LECs have, especially in spending their training budgets?
- Will they have enough money for all they want to do?
- Will LECs attract private sector finance, as the government wants?

### TRAINING ON TRIAL

Although the Scottish Enterprise core body will retain functions such as responsibility for attracting inward investment to Scotland and

venture capital finance, as well as close supervision of the LECs' activities, Condillie underlines the LECs' autonomy.

"There will be a strong core to deliver the national programmes, but where a programme is being delivered locally it will be," he says. "We would rather see lots of performance even at the price of things being a little unco-ordinated."

In Dundee, William Low, a former textile industrialist, is chairman of Scottish Enterprise Tayside, which covers the Tayside region. He is not proposing big changes in the already well-established operations of the SDA and the TA in the area, although the two bodies will move into a single new office.

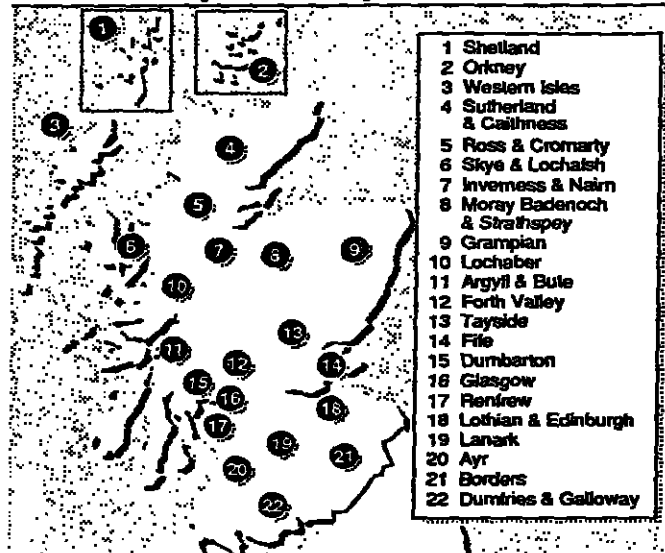
"We are determined that there will be no stop-go, so the SDA will carry on here with its projects as if it were going on forever," he says. Scottish Enterprise Tayside has informed all the organisations which currently carry out training operations for it that their contracts will be renewed for 12 months from next April.

Low sees the advantage of the new structure in the fact that "we understand local requirements. In the past staff were always on the train to Glasgow to get permission from the SDA to do things, or asking the bosses at TA headquarters in Sheffield."

The picture is rather different at Enterprise Ayrshire, south-west of Glasgow. Here an organisation is being created almost from scratch in an area where the SDA was never strong. A driving force is John Lord, the former TA director for the area, who is chief executive-designate. His chairman, Roche pharmaceutical plant, says: "We've gone for a single team in which hopefully people won't remember whether they are ex-SDA or ex-TA."

The merger is reflected in the management structure of the new body. Under the chief executive there are two directors of "business and human resources development", with

### Local enterprise companies in Scotland



heads of training and of business development reporting to them. The two directors each cover different geographical areas or industrial sectors which have yet to be decided.

Enterprise Ayrshire is terminating all contracts with organisations or companies which currently carry out training operations for it that their contracts will be renewed for 12 months from next April.

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its own members, about 200 in all. They include companies, local authorities, colleges, trades unions and individuals.

"I don't expect much private sector money to be contributed to Grampian Enterprise, apart from membership subscriptions," says Wood. But the private sector will invest in projects, alongside Grampian Enterprise. "The greatest thing that can happen is if they invest more money in human resources in their own companies."

Now the LECs are waiting to see whether the core body approves their first year business plans and spending proposals. Wood is not alone in being worried that cuts in the training budget in line with demographic changes and falling unemployment will prevent Grampian Enterprise from doing much beyond its statutory duty to provide Youth Training and Employment Training.

At Scottish Enterprise headquarters Condillie acknowledges that the amount of money which the LECs are seeking is far in excess of the total available, but it does not bother him. "We can say to the LECs: your proposals fit our overall strategy; it's up to you to prioritise them according to your budget. There will be practical reasons why not all projects will go ahead in year one or even later."

"You will be difficult for Scottish Enterprise. The time to judge it is the middle of year two. If we still have problems then it will be serious."

Previous articles in this series appeared on November 28 and December 3 and 10.

## East, West — home's the most profitable

Guy de Jonquieres reports on the 'performance gap' of Japanese companies operating in the US

Imagine a car-maker which developed a luxury export model specifically for the US market, but failed to incorporate a straightforward anti-theft device long demanded as standard by wealthy American car buyers.

Or a multinational manufacturer which regularly suffered product shortages in foreign markets because it ran its local plants so slowly. Or a company which appointed no managers at its overseas subsidiaries responsible for dealing with customer complaints.

Of course, everybody knows what would happen. Such companies would be mercilessly sandbagged by Japanese competitors, with their fanatical attention to product detail, superior manufacturing efficiency and devotion to customer service.

In all the cases mentioned, however, the companies are Japanese.

They are cited, but not named, in an article in the forthcoming McKinsey Quarterly, which sets out to demolish — or at least cut down to size — Japanese industry's reputation as an unstoppable force on world markets.

In reality, the article says, Japanese companies are also rans internationally in many industries where they are widely thought to be dominant. It judges that in the US market, Japanese companies are clear leaders in only four of the 20 largest manufacturing sectors in which they compete. These are consumer electronics, cameras, microchip memories and semiconductor manufacturing equipment.

Furthermore, only six of the largest Japanese industrial companies selling in the US have more than a quarter of their worldwide sales there, and in most cases profit margins are far lower than in Japan.

The article, by the joint head of McKinsey's Pacific Basin practice in the western US, argues that Japanese industrialists' international expansion is inhibited by inflexible management and organisation, which often fall well below world-class standards. "Many of these com-

panies, which do have real competitive advantages in terms of product quality and cost, succeed despite performance gaps in other areas."

It identifies six common errors made by Japanese companies in the US:

- They fail to invest enough in local sales and marketing to exploit the market to the full.
- Unlike their best American competitors, they treat the US as one homogeneous market, ignoring important regional differences.
- They do not tailor products closely enough to local demand, often preferring to maximise global scale economies by selling the same product everywhere.

**Japanese companies are also-rans internationally in many industries where they are widely thought to be dominant...**

● They manage their US manufacturing and distribution operations much less efficiently than those in Japan — and often less efficiently than those of their leading US competitors.

● They take decisions less rapidly than their main local rivals and are frequently slow to adjust production and inventory to shifts in demand.

● They pay far too much for acquisitions and manage them clumsily.

Paradoxically, the article finds, the collective consensus based behaviour which has enabled Japanese companies to succeed as exporters of low-cost manufactures is handicapping their efforts to respond to important local variations in customer tastes and business practices overseas.

The heart of the problem is excessive centralisation of decision-making at headquarters, where powerful middle managers tenaciously control the flow of all important information reaching senior executives.

The shortcomings of this system are compounded by the Japanese companies' tendency to organise themselves by function and to focus more on "upstream" activities such as product development, sourcing and manufacturing than on marketing, sales and service.

The consequence is an inward-looking attitude, more concerned with improving corporate functions than with serving customer needs.

"Top managers can stay close to the market and competitive situation in Japan because they live there," the article says. "They cannot possibly understand what is really going on in the US, particularly when most of the information they see is processed and packaged by middle managers within their respective functional areas."

Further weaknesses are the fact that relatively few Japanese managers have lived and worked abroad, and the delays which result from applying consensus decision-making to far-flung international operations.

The article sees no single solution. But in general, it says, efforts to develop new skills are likely to be much more effective than simply changing corporate structure and organisation.

The ultimate goal should be to create a "hyphenated" Japanese-American company, by decentralising design and development functions to the US, beefing up local marketing and improving co-ordination between headquarters and overseas operating units.

It is essential to move key executives from Japan to the US and to get those who remain at headquarters to support, rather than supervise, the US business. That, however, is a big departure from the "command and control" model prevalent in much of Japanese industry.

The message for Japan's multinationals is clear: if they are to become "insiders" in foreign markets, the established problems that have not been abroad, but at home. Creating the "hyphenated" corporation. Henry DeNero, McKinsey Quarterly No. 4, 1990.

## ICI launches 'green' water treating arm

ICI, THE largest UK chemical company, today launches a new environmental business to compete in the fast-growing water treatment market.

ICI Watercare is intended to pull together existing water-related activities, which have been scattered through different parts of the company, and to build up new products and services. "Previously for their water treatment requirements, customers could have had up to 17 different points of contact within ICI," said Paul Hodges, business manager.

Watercare will target two main sectors of the market:

- One is still known as the "municipal" sector, although in the UK its main customers are no longer public authorities, but privatised water companies. ICI will provide products for purifying drinking water and treating sewage.
- The other target is the "effluent" market — treating liquid wastes from industrial processes, particularly in chemical manufacturing. The plan is for Watercare to concentrate during its first year on helping ICI's own chemical division based in Runcorn, Cheshire.

Chlorine chemicals are very important for water purification, and technologies derived from their production — including electrochemistry and membranes — can also be applied to water treatment.

ICI Australia recently launched a similar water treatment business, which could be the basis for Watercare's growth through the Asia-Pacific region.

Clive Cookson

## Tree felling debate now a political issue

Bernard Simon on how a Canadian forest industry leader is coming to terms with growing opposition

The imposing, centuries-old spruce, cedar, hemlock and Douglas fir trees which blanket Canada's west coast are the world's most magnificent forests.

Developments in the past few weeks illustrate the intense pressures on MB and the rest of the Canadian forest industry. In late November, the company called in the Mounties to clear a forest road in the Tsitika Valley on Vancouver Island, which was being blocked by anti-logging protesters in defiance of a court order.

The forest companies were an inevitable target when British Columbia's environment minister cut on December 10 in protest against the provincial premier's decision to overrule a proposal which would have toughened the rules on the amount of toxic chlorinated organic compounds allowed in pulp mill effluent.

Perhaps most worrying are rumours reaching MB's head office in Vancouver that environmental groups in Europe are planning a boycott of the industry's products in protest against its logging practices.

MB executives already compare their plight to that of Canada's trappers and hunters, many of whom were driven out of business by fur boycotts organised by conservation groups in Europe and the US.

The anti-fur and the forest preservation groups have a common — the powerful visual impact of the activity they are protesting against. Just as the fur boycotts were ignited by pictures of baby seals being tubbed to death, the forestry industry is being hurt by dramatic photos of clear-cuts, the ugly scars of land stripped of trees. The clear-cuts are generally more unsightly in British Columbia than in other parts of the world. They are bigger,

with each averaging 50-55 hectares, compared to 30-40ha in Scandinavia. The forests are also generally older, which means the cutters leave more rotten logs and other debris on the ground behind them.

MB's land-use manager Stan Coleman acknowledges that the company can be blamed for unsightly logging in the past along highways and waterways. It now uses computer modelling and video-imaging techniques to make its clear-cuts less of an eyesore. This is done by taking a very close look at the topography.

Coleman says that the size of clear-cuts will be reduced to 30-40ha within the next five years. In MB's defence, he adds that all clear-cuts are replanted within three years of harvesting, although in Canada's cold climate, it takes 10 years or more before a passer-by would notice much new growth in a replanted forest. MB also consults the public about its logging plans far more actively than it did in the past. It arranges meetings in local communities to outline specific harvesting plans as well as management's five-year working plan. It has built two visitor information centres on Vancouver Island, and has

taken 1,000 school children on forest tours in the past year. In addition, the company conducts public opinion polls on forestry issues and has installed a telephone hotline to deal with complaints and queries from the public.

Environmental groups, however, are far from satisfied with these measures. Vicki Husbund, conservation chairman of the Sierra Club in British Columbia, acknowledges that MB is "among the best of a bad lot", but adds: "We're just like worshipping little things and they don't take us very seriously. What they're doing on the ground is totally different to what they're saying."

She points, for instance, to unreported damage from forestry operations, including landslides and, in one case, the blasting of large quantities of rock into a salmon river. Environmentalists also contend that MB and other forestry companies have financed and helped organise resistance in logging communities to their protests.

They argue that no amount of replanting can replace old-growth forests. "They're never going to get the quality that nature gave them," Husbund says. Organisations like the

Sierra Club want far-reaching changes in the industry's logging practices, including a reduction of between 4 and 5 per cent in the annual cut, the protection of more old-growth areas, more selective logging and less use of equipment which accelerates soil erosion.

On the pulp side, the pressure is to cut dramatically the level of toxic waste in pulp mill effluent. As recently as two years ago, MB's mills were dumping 6-8kg of chlorinated organic material (which includes toxic dioxins and furans) for every metric ton of pulp produced.

The government has set a 1992 target of 2.5kg/tonne, but environmentalists are pushing for a maximum of 1.5kg/tonne and some European customers are increasingly demanding chlorine-free pulps. The provincial government is currently studying the pros and cons of dropping the ceiling to 1.5kg/tonne.

MB balks at the cost of meeting these demands. If the environmentalists had their way, about 40 per cent of the forests feeding the company's big Port Alberni complex on the west coast of Vancouver Island would be withdrawn from logging. The company has already

## Soiled image of disposable nappy

By Karen Zagor

It is said that most parents think their children are beautiful — but few are so doing that they willingly wash the soiled nappies of their offspring.

Even in this age of growing concern about pollution, it would seem that new parents have enough to keep them awake at night, without worrying about the environmental impact of throwing out the nappies along with the household rubbish.

In the US, disposables account for about 85 per cent of all nappy sales. This translates into roughly \$3.5bn (£1.85bn) in sales a year, with no signs that they are slipping.

It is generally agreed that nappies account for no more than about 2 per cent of the solid waste in landfills, by both volume and weight, but landfill space is becoming increasingly scarce and nappies are a very visible source of waste.

The voices calling for a return to traditional cotton nappies have become so loud that Procter & Gamble has pledged a \$20m next year towards advancing composting technology. The company, whose Luvs and Pampers brands brought in \$4.32bn in worldwide sales last year, also hopes to have a test market for a fully-compostable disposable nappy by the end of next year.

At the moment, most disposable nappies are about 80 per cent compostable, and Procter & Gamble is working on developing a fully-compostable material to replace the plastic back-sheets.

Even if the company had a fully-compostable nappy on the market today, "you would not put it in your backyard compost pile," says Thomas Rich, a bio-engineer at Cornell University. In order to control the pathogens in the waste, the compost must be kept at a temperature of at least 55 deg C for at least 72 hours, which is quite easily done at industrial compost plants.

However, most US households do not have easy access to commercial compost plants, with only about 10 mixed-waste composting facilities in the nation. Procter & Gamble hopes its research will spur

local government to develop composting facilities. The company estimates that between 20 and 60 per cent of all waste in landfills, ranging from paper towels to food scraps, could be composted.

"There is no question that a lot more composting will happen in the next five to ten years," says Rich.

Commercial delivery services for nappies are starting to thrive in many big US cities. But the chemicals used in the services to wash the nappies are harsher than standard home detergents, and the trucks used to transport the nappies are also a source of pollution.

Although many environmentalists dispute Procter & Gamble's claim that commercially laundered cloth nappies create nearly 10 times as much water pollution as disposables, "the environmental impact of using a diaper service is probably comparable to using disposable diapers," said Jan Beyea, a senior research scientist at the National Audubon Society.

Concern about the environment prompted a study into diapers by Seattle's King County Nurses Association last year. Among the recommendations was that institutions be encouraged "to use reusable cotton disposers over single-use disposers". So far, six of the city's eight hospitals with maternity wards have reversed to traditional nappies and the other two are expected to follow suit.

Nebraska's department of environmental control is also studying disposable nappies. It concludes that the two types of disposables are similar in terms of cost, quality and availability, the state will ban the sale of non-degradable nappies from October 1992.

Nebraska has something of a vested interest in the issue, however, since cornstarch is an important component of the degradable plastic used in the nappies — and corn plays an important role in Nebraska's economy.

Meanwhile, until a viable alternative is found, the Audubon Society recommends washing nappies at home and travelling with disposables.



Making waves: A boom boat among the log boom on Lake Okanagan, British Columbia



# The good, the bad and the repeats

Chris Dunkley reviews the year's TV

Every year the history of television seems to become more dramatic, and 1990 — the last year of the old decade — was no exception. In Britain the best story was, sadly, a negative one: BSB opened in May and, to all intents and purposes — at least so far as viewers were concerned — closed in November.

It was also the year of the World Cup, an event which, during the summer, made "Nesbitt Drama" the most famous song in the world and brought together Carreras, Domingo and Pavarotti to sing on the same stage. Despite house to house fighting the Broadcasting Bill passed through the Commons and the Lords to become the Broadcasting Act. Viewers expected the first year of pictures from the House of Commons, and in November broadcasters were driven to hysteria — by the involuntary resignation of Margaret Thatcher.

However, in the history of television it is surely the BSB story which will eventually be seen as having the greatest significance. The entire affair was full of ironies, the greatest of which was the role played by Rupert Murdoch.

It was Mr Murdoch who, by organising a midnight flit to a greenfield site at Wapping, had dragged the newspaper industry out of the 18th century and into the 21st. There was bitterness and fighting but the result was an industry in which it was suddenly possible to use modern technology to create vastly improved products. Of course the motives were scarcely philanthropic: it was done because it suited Mr Murdoch.

Unsurprisingly the motives were identical when he began operations in satellite television, but the effects were the opposite to those in the newspaper business. The British government had decided to create a monopoly in DBS (Direct Broadcasting by Satellite) and given the licence, with all available DBS channels, to BSB, a consortium backed by Chartered, Reed, Granada, Virgin and Pearson, owners of the FT. Mr Murdoch, ever the vigorous competitor, would not take that lying down. "Buying himself space on the Astra satellite," he swapped BSB by offering British viewers five new channels of Sky television, an initiative for which no government licence was needed since Astra is operated by a Luxembourg-based company. The crucial factor which made the scheme possible, and put Murdoch into the sky ahead of his competitors, was the decision — and this is where the whole business is so different from his newspaper revolution — to ignore the new technology and stick with PAL, the transmission system already used for British terrestrial broadcasting.

While BSB was gearing up for a high-quality, high-cost operation using new D-Mac technology which could one day make high-definition television available to any Briton who wanted it, Mr Murdoch's men were switching their satellite dish asides away from the high-street traders — too nervous to allow — to a direct-satellite operation on the doorstep which, according to some accounts, made the old snake oil merchants look like gentlemen.

When BSB did finally take to the heavens the programmes were certainly closer to the British public service tradition than to the distinctly commercial Australian/American formula used by Sky; indeed, there was a surprising number of "classic" BBC series on offer — repeats, as most people would say. There was also a splendid array of arts programmes: ballet, opera, symphony concerts — spread through every weekend. However, not even a single year was to elapse before BSB merged with Sky. "Takeover" was, according to the headlines in some non-Murdoch newspapers, the more apt word.

However, what about the year's programmes? Let us begin for once not with the best, but with the worst... on, to be fair, with those programmes that failed dramatically

come up to expectations, those that bombed:

## THE BOMBERS

Three new detective series — *Yellowhead Street* from Yorkshire, *Waterfront Beat* from the BBC and *TECC* from Central — proved that however much you may spend and however many previous detective series have been successes in the past decade, there is no guarantee that a whole lot more will be equally triumphant. *Yellowhead Street* attempted to reproduce the slam-bang American cop series with the venue moved to Hong Kong, but merely looked like a parody. Once you had got the first low-level camera shot showing the whizzing wheel of a car in a chase, you knew you had time to settle down and read most of a modern novel before there was any need to check the screen again for developments.

*Waterfront Beat* created by Phil Redmond, the man who invented the Channel 4 soap opera *Brookside*, was so concerned with depicting the "bureaucratisation" of the British police that there did not seem any room for plotting. *TECC* provided yet more proof — goodness knows how much they need that when you try to make worthy series illustrating the ideals of the EC — with a Frenchman, an Englishman and an Italian, or whatever, sharing the acting honours — what you end up with is neither poison nor flesh nor *trigla di scoglio*. In May the BBC abandoned the journalistic principles of nearly 70 years and broadcast *One World War*, a sequence of programmes about the environment, ecology, natural history, global warming and so on which conflated fact and tear-jerking emotionalism, and lined up the Corporation on the side of green mysticism. To many viewers the co-operation of Prince Charles in this misty-eyed sentimentalism, with its mixture of fear and quasi-religious claptrap, will no doubt have added a legitimacy which might otherwise have been thankfully absent.

*Dispatches*, which produced so much impressive material — see "Current Affairs" — also joined in one of the year's dullest campaigns: a desperate attempt by Beatrix Campbell to persuade us that in some instances the criminal mistreatment of children involved not only sex abuse but witchcraft. To produce a series of programmes parodying Roger Cook's style of investigative journalism is odd enough; a single programme, if well made, might manage to remain funny on the subject for 30 minutes. To go on as Channel 4 did from the first unfunny series to make another entire series, with a different actor, Tony Slattery, playing the Cook figure, is beyond understanding. The trouble with *This Is David Harper* — as with Nigel Planer's series *The Naked Actor* attempting to satirise actors who take themselves too seriously — is that it is impossible to be funnier than the real thing.

There was one reason for television critics to greet the departure of BSB with relief: they would not have to watch any more of *Jupiter Moon*, a soap opera which combined the sets of *Star Trek* with the acting standard of *Crossroads*, the dialogue flair of *Neighbours*, and the clothes from a teenage cocktail party, with a story line which seemed to be created by a committee of manic depressives.

**DRAMA SERIALS**  
The best of the year arrived in the first fortnight: *Oranges Are Not Only For Fruit*, a fresh, brave, tough, bright adaptation by Jesminte Winterson of her own extraordinary autobiographical novel, involving a repressed religious childhood and emergence into lesbianism. Produced for BBC2 by Philippa Giles, directed by Beeban Kidron, and starring Geraldine McEwan, it deserves all the awards available.

The new year also established a recurring theme: children snatched from one parent by the other to be spirited away, followed by interna-



Declan McDonnochie and Michelle Hauptmann marry in Capital City

tional pursuit. In London Weekend's version, *Stolen*, Art Malik played the father who took the children to Bangladesh. In BBC2's autumn version, *Die Kinder*, Miranda Richardson — one of the most fashionable actresses of the year — played the mother who pursued her children to Germany.

At the start of the year the barrow-boy businessman was still considered fashionable — just — and Clive Owen played Crane, a hair-gelled wheeler-dealer in Central's *Chancer* who came up against old family values in a Morgan-like car firm. Later in the year a second and highly enjoyable series of *Capital City*, once again set in the Shane Longman bank, turned to green issues and love interest since greed and yuppieism were so obviously out of fashion.

The best police series was Anglia's *The Chief*. Tim Pigott-Smith played a new chief constable who refused to go along with local habits of graft and corruption or national habits of fixing and covering up. In a society racked by increasingly frequent revelations of police corruption at all levels, BBC2 reminded us that with high quality writing and an original eye, there is no need to strain for novelty or special effect in drama: Krzysztof Kieslowski's *Ten Commandments*, imported from Poland, sustained a remarkably high standard and showed that whatever may have atrophied in the shadow of the iron curtain, the serious consideration of moral problems in drama was



Susannah Harker



Sir John Harvey Jones

not one of them.  
**REPEATS**  
All the best repeats of 1990 were comedies. BBC2 brought us *Monty Python's Flying Circus* of which the fashionable thing to say was that it was not as good as besotted fans remembered. *Not Only But Also*, another BBC2 repeat, is an older series, of course, but it now looks much more indulgent, long winded, and slack. It is easy to see how editing could improve most of the sketches, and that cannot be said of *Python*.

Although it was first screened not very long ago, *Alexei Sayle's Stuff* stood up remarkably well to a second viewing and will, I suspect, prove in future decades to be one of the best of the present comedy series.

**COMEDIES**  
Not surprisingly, perhaps, given Britain's demographic position, the fashionable age group in 1990 situation comedies was the over-sixties. BBC1's new year series *One Foot In The Grave* was outdone — and by considerable candlepower — in the early summer by *Waiting For God* on the same channel, a series which benefited enormously from a strong cast: Graham Crowden, Stephanie Cole and Janine Duvitski. Among the stand-up men the honours were equally divided behind an old hand, *Dave Allen*, who caused a great kerfuffle after all his years on the box by using four letter words, yet whose material was funnier than ever; and the relative newcomer Ben Elton who, in *The Man From Antioch*, proved that he could get laughs without perpetually ramming right-on political attitudes down the throats of his audience. These were both BBC1 series.

The two most impressive new comedies on ITV were both through-composed dramas, and both produced by Granada: *El CID* which took as its milieu the retired British criminal fraternity on the Costa Brava; and *Up The Garden Path* in which Imelda Staunton acted out all possible neurotic interpretations of the word "mistress".

**JAPAN**  
The "not so very surprising" tag could also be tied onto the number of programmes which British television in 1990 devoted to Japan. For a while there seemed to be a new series starting every week. Best of these by quite a margin was Peter Pagnamenta's *Nippon*, an eight-part BBC2 series which proved there is still nothing to beat a high quality deeply researched conventional documentary. However, the most memorable programme of the year on Japan was a simple half-hour edition of Channel 4's *Opinions* in which Murray Sayle talked about the experience of a Westerner living in the country: about habits, attitudes and expectations.

**CURRENT AFFAIRS**  
Channel 4 came out strongly on current affairs generally. Yet the most watchable of the political series has been *A Week In Politics* which combines studio discussion with footage

from the week in Parliament. *Dispatches* has become a more and more important series. On subjects such as AIDS and the Gulf crisis it has proved willing to stand aside from the television pack and raise a quizzical eyebrow with scepticism and even criticism — an invaluable characteristic in a medium so deeply marked by copycat habits.

Similarly healthy attitudes have often been evident in another Channel 4 slot, *Equinox*. Channel 4 also brought us the remarkable documentary investigation *When The Men With The Money Go Mad*. However, if there was a prize for a limited series in current affairs it would surely have to go to BBC2's *Troubleshooter*, the programme in which Sir John Harvey Jones visited a number of British manufacturers, large and small, and commented mercilessly on their shortcomings.

**ARTS**  
Not a strong year for innovation. *Signals* on Channel 4 gave way to *Without Walls* and here, as in *Dispatches* and *Equinox* there are encouraging signs of a willingness to buck trends. The unintentionally hilarious attack on the Rolling Stones — You mean they're not really rebels any more, they've become rich businessmen? Wow, cook us another lentil pancake Neil — was a most unfortunate example, but it was isolated.

The most enjoyable arts series of the year was the sequence of appreciations of such poets as Larkin, Betjeman, and Auden given by Alan Bennett in *Poetry In Motion* on Channel 4.

**DOCUMENTARIES**  
The year's best documentary series were *The Midas Touch* on BBC2 in which Anthony Sampson expatiated fascinatingly upon money; *The Trials Of Life* on BBC1 in which David Attenborough continued his uniquely successful lifelong quest to explain the animal world to us; and — I suspect — a quiet little series from London Weekend called *The River Thames*.

Among single documentaries the "Viewpoint Special" *Hallo, Do You Hear Us?* stands out: quite rightly this startling account of the state of the Soviet Union won one of the top prizes at the 1990 Prix Italia. I shall not quickly forget BBC2's wonderfully wicked *Airline* which juxtaposed all the marketing flannel used by British Airways against the reality of fury and frustration at the check-in desks. And although it was long and flawed and sometimes irritating — like almost all her work — I could not, even if I wanted to, forget Jana Bokova's *Arena* on Havana.

Some of the most controversial programmes of the year were drama documentaries. *Who Bombed Birmingham?* and *Why Lockerbie?* both from Granada, and *Shoot To Kill*, about the Stalker inquiry from Yorkshire may have caused apoplexy in the clubs of St James's, but I have little doubt that future generations will consider them among the most important programmes of our age.

# A Farewell to Joan Sutherland

"The old voice is winding down now," said Dame Joan in her inimitably pithy, good-humoured, clear-eyed public manner. This was the end of the gala performance of *Die Fledermaus* at Covent Garden on New Year's Eve. The fireworks had gone off, the balloons and streamers and "farewell Joan" neon sign had come down. Jeremy Isaacs had presented her with the house's final token of love and esteem — the drum she banged during the 1968 production of *La Fille du régiment*.

It was time for the Royal Opera's most prodigiously gifted home-developed product of the postwar era to pay her final respects in words, and she did so with that wonderful Aussie directness and grace which have always shone through her artistic personality.

This was a moving moment in an evening (televised across the world) of which there were a good many. It was an odd occasion for farewells: a mid-dling-to-dull *Fledermaus* interrupted at midpoint, according to the dubious Viennese New Year's Eve tradition for a cavalcade of guest-celebrity jollities.

Yet here the guests were Luciano Pavarotti and Marilyn Horne alongside Sutherland herself — the two singers with whom she has been most closely associated in her long career — and the items chosen by the three for interpellation were all tenderly elegiac in tone.

Pavarotti was at his ardently romantic best in Federico's Lament (from *L'elisir d'amore*) and then with Sutherland in the Act 3 *Traviata* duet; Horne was sumptuous almost as of old in "Mon coeur s'ouvre a ta voix" and an impeccably chivalrous partner for Sutherland in the *Semiramide* duet; and finally the soprano herself stood the house with an account of "Home Sweet Home", admirably supported by Richard Bonynge in the pit, which was plain, heartfelt, and touched with sufficient hints of the old vocal glory to supply a perfect musical moment of parting. No wonder the operetta itself was unable to recover much sparkle afterwards.

This final Sutherland appearance in London was necessary. The soprano had officially retired in October, at the end of a Sydney run of *Les Huguenots*; but since it was on the Covent Garden stage that she had made her first appearance — on 22 October 1952, as the *Faule First Lady* — and here, in 1989, that she had sung the *Lucia di Lammermoor* which was to rocket her across the opera world, some sort of Lon-

don finale to the 36-year-long career had to be contrived. Opera houses and opera-house audiences are sentimental institutions, rich in their own traditions, rootedly loyal to their household gods; this can work to the disadvantage of innovation in the medium, but it can also make for scenes of wonderfully full-hearted affection between spectator and artist. On Monday night the mid-*Fledermaus* items and the end-of-evening curtain calls were traditional in this entirely positive sense.

It was, therefore, not the occasion for a dispassionate summing-up of the career. That Sutherland was possessor of one of the three or four finest voices of the century there were here brief reminders, inevitably muted: a note at the top of or above the stave, taken in the *Traviata* and "Home Sweet Home" performances and spun out in a way to make whole theatres glow; a run or turn of fast-moving notes flourished with effortless brilliance and agility; a capacity for simple dignity that could invest some of the grandest bel canto heroines with Semiramis, Norma, Mary Stuart, Anne Boleyn, Lucrezia Borgia) with a noble stature not always theirs by nature.

In a way, there was a strange mismatch between the sensible, firm-jawed soprano known for her offstage even temper and love of domesticity and much of the highly ornate material she came to purvey; yet it was this very imbalance, "corrected" by the vocal magic she could work and by the dominating stage presence she could convey, that made her so much loved by her audiences.

Above all, Sutherland will be remembered for the splendour of the voice, and the generous yet down-to-earth way it was presented to the world. She was not, and would never have pretended to be, one of those streaking comets of the operatic stage — Pauline Viardot in the last century, Callas in ours — who by fusion of musical and dramatic genius worked transformatory miracles with uneven and (towards the end) refractory vocal material.

Everyone's most cherished Sutherland memories will be connected with the sound, and the pleasurable physical impact of that peculiar vocal radiance. It's by no means the only, or even always the most important, thing that the medium of opera can be said to be "about"; but it's one of the things that opera cannot safely do without.

Max Loppert



Dame Joan Sutherland and Luciano Pavarotti

## EMPLOYEE SHARE OWNERSHIP

The FT proposes to publish this survey on 23rd January 1991.

It will be of particular interest to the 79% of Chief Executives in Europe's Top 2000 companies who read the Financial Times. If you want to reach this important audience, call Bill Castle on 071 873 3760 or fax 071 873 3062.

FT SURVEYS

## TRANSFORMATION IN EASTERN EUROPE

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## EUROPEAN RELOCATION

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FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER







## David Currie assesses the problems the British economy faces in adjusting to ERM membership

The past year has witnessed a profound shift in the conduct of British monetary policy. Entry to the exchange rate mechanism (ERM) of the European Monetary System on October 8 marked the end, after nearly two decades, of the independent conduct of monetary policy. Instead, monetary policy now needs to follow the European, notably German, lead.

After the dismal performance of independent UK monetary policy in the 1970s and 1980s, ERM membership will provide a stable, low inflation macroeconomic framework for the 1990s and will thus help industrial performance by reducing uncertainties. But the problems of adjusting to membership mean that the British economy faces a hard year in 1991 and slow growth in 1992. This provides an uncomfortable background in the lead-up to the general election.

Through 1989 and the first half of 1990, the principal problem was whether, and when, the policy of high interest rates, in force since 1988, would slow consumer spend-



ing and reduce inflationary pressures in the economy. Against this background, the main fear was that ERM entry would generate excess confidence in sterling, leading to a sharp rise in its value and the necessity to cut interest rates prematurely to keep sterling within its ERM band.

Rather cruelly for the government, the real dilemma has turned out to be the opposite. Confidence in sterling rose for a few hours or days, but then evaporated. Sterling's slow slide towards the bottom of its wide band makes early cuts in interest rates less likely.

What has gone wrong? A common and plausible answer is that the government has brought the problem on itself by the manner of its entry to the ERM.

By cutting interest rates on announcement of entry, rather than first entering and cutting rates afterwards when sterling rose, the government gave the impression that its sole reason for entry was to bring interest rates down, rather than a commitment to exchange rate stability itself. That impression was probably true only of the leading member of the government, but it remains after her passing. The consequence is a catch-22, which

## A year of retrenchment ahead

the new chancellor, Mr Norman Lamont, has quickly learnt: the government can only cut interest rates if it appears not to wish to do so.

If this is the explanation, then the chancellor can overcome his difficulties by holding firm on interest rates, and demonstrating his commitment, in action as well as words, to the current ERM bands. In time, the initial unfavourable impression will fade, and some scope for interest rate cuts should emerge.

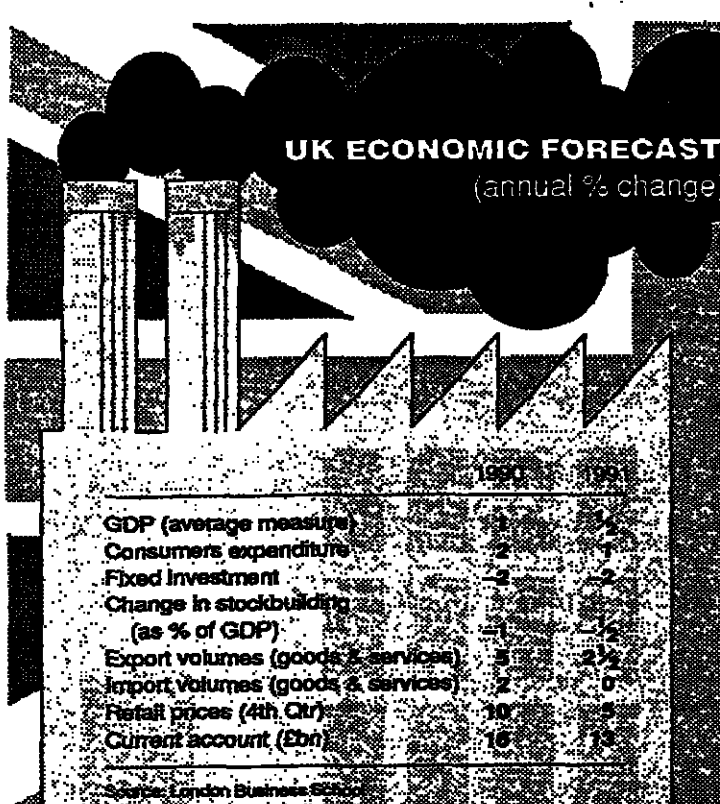
This is a test of nerve, particularly in a pre-election period. But it is no different from the test that Mr John Major faced after Mr Nigel Lawson's resignation: he held firm in the face of sterling weakness and saw a recovery in confidence in the ensuing months.

An alternative, and less palatable, explanation points to the large and continuing current account deficit, which was running at about 3 per cent of gross domestic product in 1990 and is likely to exceed 2 per cent of GDP in 1991, though it should decline slowly thereafter. If financial markets expect that ongoing deficits of this size will force an eventual realignment of sterling within the ERM, then a large risk premium on sterling may endure.

In fact, a devaluation will not help much, and there is little alternative to a period of slow growth to curb the external deficit. But as long as the external deficit endures, it may well be hard to remove the expectation of devaluation. This will in turn curtail appreciably the scope for interest rate cuts, though we may see a ¼ per cent point reduction before the Budget and a further ¼ per cent point cut later in the year.

The current level of interest rates is already depressing demand, and this will therefore continue. Consumer spending fell in the third quarter of last year, demonstrating that high interest rates are finally biting on households. With slower growth in real personal disposable income, falling during 1990 from a growth rate of 4 per cent to 1½ per cent, and static in the first part of last year, consumer spending is likely to fall by about 1 per cent in 1991, compared with a likely out-turn of around 2 per cent in 1990.

High interest rates are also biting tightly on the corporate sector, especially those companies that borrowed heavily in the boom years of 1987-89 and which now suffer from high debt service burdens. The corporate sector deficit rose to well over £20bn in 1990, and corporate treasurers are seeking to cut this deficit sharply. The necessary consequence is a hard look at investment plans, stock holdings and



employment, all of which are set to fall. Investment started to turn down earlier than consumption in the second quarter of 1990, and investment intentions suggest that it has further to fall. It seems likely, therefore, that we will see a 2 per cent decline in total investment this year, following a similar decline in 1990. The decline in investment will

It seems likely that we will see a 2 per cent decline in total investment this year

occur particularly in housing, which has been falling since the beginning of 1989, and in manufacturing, while public investment will remain more buoyant. Companies are likely to run down stocks faster in 1991 than in 1990, as financial pressures increase. All this adds up to a very gloomy outlook for domestic demand, which fell in 1990 and will continue to stagnate through much of next year. In 1990, external trade provided some relief, especially to manufacturing, with exports growing

very much faster than imports. A striking illustration of this which shows that the 2.95 parity against the D-Mark is not too high is provided by the UK-based car industry. After years of losing international market share, the volume of car exports rose by more than 30 per cent in the year to last October, while import volumes fell by 16 per cent, slashing the trade deficit in cars by one third.

Prospects in international markets now look less good, with the US moving quickly into recession, so export performance is likely to fall off (though the European market remains more buoyant). But since imports will also be very depressed, net exports will continue to contribute to growth during 1991. Although this adds up to a year-on-year growth that is positive, though barely so at about ¼ per cent, this obscures the fact that the economy is in serious recession. Thus, GDP has fallen from its level in the second quarter of 1990, and is only likely to rise above that level in the second half of this year. And if confidence continues to be seriously depressed, perhaps because of adverse developments in the Middle East, the recession could well be more severe than

these estimates suggest.

Is it possible that the UK is heading for a recession as bad as or worse than that of 1980-81? Can any credence be given to the more extreme view expressed by Sir Alan Walters that the recession could be worse than that of the 1980s?

The latter view seems implausible: the depth of the 1980s slump came not just from the collapse of domestic demand, but also from a general world slump resulting from a collapse of international trade. The recent failure of the General Agreement on Tariffs and Trade talks is very damaging. But with Japan continuing to grow, though more modestly, and with Germany growing fast, the Organisation for Economic Co-operation and Development was right to argue recently that the prospects of a worldwide slump are minimal.

But this does leave the possibility that the present recession will be as deep as that of 1980-81. The key here is how quickly wage and price behaviour adapts to the need to compete at a fixed exchange rate with European rivals.

Mr Major said that "if the policy isn't hurting, it isn't working". Policy is now hurting a great deal, but that provides no assurance that the

policy is working. The key question is whether companies can contain their unit wage costs, which were rising at well over 10 per cent in the third quarter of 1990.

In the 1980-81 recession, unit wage costs in manufacturing were rising at more than 25 per cent, but fell sharply to an increase of between 4-5 per cent in 1982. The task this time is more modest: that

The current level of interest rates is already depressing demand, and this will continue

of cutting the growth of unit labour costs from 10 per cent to about 2-3 per cent. This adjustment will clearly be painful, but the smaller scale of the adjustment, the fact of ERM membership, and the fact that the memory of 1980-81 is still clearly in the minds of industrialists and wage bargainers all give some grounds for expecting a less severe recession.

The present UK recession also contrasts with that of 1980-81 in being rather more balanced. In 1980-81, the strong appreciation of

sterling meant that manufacturing industry was hit very badly, whereas the sheltered service sector emerged relatively unscathed. This time, the impact on manufacturing is more patchy, as the fortunes of the car industry illustrate, while large parts of services, including financial services and retailing, are under severe pressure. The wider spread of the recession may well be helpful in increasing the speed of adjustment.

A key question in adjusting to German inflation rates within the ERM is the performance of UK productivity, which is well below that of the main European competitors. After strong growth in manufacturing productivity through the 1980s, productivity performance has tumbled off badly as output growth has slowed (see charts). If productivity performance continues to slide, then the squeeze on corporate profitability, already acute, will be intense and the necessary adjustment in wages all the greater. The coming year provides an important test of whether there really has been a supply side improvement in British industry during Mrs Thatcher's years of government.

In the light of this gloomy scenario, what options does the chancellor have? Mr Lamont's hands are firmly tied over monetary policy: interest rates must be used to keep sterling within the ERM band. He has the option of moving to a narrow band, retaining the current floor of 2.78 against the D-Mark, and moving the central parity down accordingly. This can be presented, as the Italians did at the start of 1990, not as a devaluation but rather as a strengthening of the UK commitment to the ERM. By increasing the credibility of the exchange rate commitment, it may well also provide the opportunity for a welcome cut in interest rates. But to envisage any devaluation beyond this would be a serious error of policy, throwing into jeopardy the credibility of government anti-inflation policy. It would, therefore, be very unwise for companies to plan on the basis that a devaluation will let them off the hook.

Mr Lamont will also face calls for a relaxation of fiscal policy in the Budget. He would be unwise to heed these calls. The experience of past recessions is that the clamour for expansionary fiscal policies usually coincides with the spontaneous recovery of the economy from recession. The chancellor should recognise that there is little that he can now do to influence developments positively during 1991. It will take nerve to hold firm on the exchange rate as the economy moves further into recession, but that represents the best available course of action.

The author is professor of economics, dean of research and director of the Centre for Economic Forecasting at London Business School.

## LETTERS

## Bush and Chamberlain: the lesson to be learned

From Mr David Sawers.

Sir, President Bush likes to draw comparisons between the present situation in the Middle East and that in Europe in the 1930s, and to suggest that the relevant lesson is that aggressive dictators should not be appeased.

While this is one lesson - which should have been applied to western policy towards Iraq before it invaded Kuwait, and should now be applied to policy towards Syria - it is not the most relevant lesson from the 1930s.

This is the need for policies to be consistent if they are to be believed. Neville Chamberlain abandoned his policy of appeasing Hitler after the German occupation of Czechoslovakia in March 1939; but, because this change in policy was so radical and Hitler was poorly served by his foreign minister, Hitler did not believe the change had occurred. Mr Bush has made an equally radical change in policy towards Iraq since its invasion of Kuwait, and has also made many smaller changes in policy in the intervening five months - such as offering to talk to the Iraqi government after persuading the UN to pass a virtual ultimatum.

After this display of vacillation, Mr Bush then expresses surprise that, "for some odd reason", Saddam Hussein has not got the message that the west is prepared to use force to eject Iraqi forces from Kuwait. His actions and reaction suggest that he, like Chamberlain, is an amateur in foreign affairs. And, just as Chamberlain was ignorant about European affairs and could not understand Hitler's thought processes, Mr Bush shows little sign of understanding the attitudes of the Islamic world.

This combination of ignorance and incompetence is dangerous in the leader of the most powerful country in the world. It is a reminder of comments often made during the last American presidential election that the quality of the candidates offered for nomination and election was alarmingly low. In the short term, it is to be hoped Mr Bush will take an intensive course in diplomacy and history; in the longer term, people in western democracies should consider how politics can be made more attractive to the able.

David Sawers, Crosby, 10 Seaview Avenue, Angmering-on-Sea, Littlehampton, West Sussex

## Education and training: the anomaly in funding arrangements

From Mr Brian Jarvis.

Sir, Dr Ron Johnson's call for a training levy and the LSE report on the lack of funding for Tecs ("Industrial bias seen in study of first Tecs", December 3) both highlight what seems to be an anomaly in our funding arrangements for education and training.

Had my son decided to leave school at 16 and take up an engineering apprenticeship, the costs of his training would have been met by his employer, and his living costs met from wages with some support from parents.

However, he decided to stay on at school for a further two years and go to university to read for a degree in engineering; and consequently the government paid all tuition and training costs and only part of his living costs were met by parental contribution.

I cannot see the logic in this as both routes are industrial training routes. Surely it is time we regarded training for 16-18 year olds in the same way as education and training at university, as a charge on public funds.

Brian Jarvis, Ashanti, Lower Road, Chorleywood, Herts.

## Difficulties faced by smaller businesses

From Dr Sarah A Vickerstaff.

Sir, If Tecs are to persuade small businesses to improve their training record, as your article suggested ("An urgent need to turn the tide of history", November 26), recent research by the Canterbury Business School into small firms' training activities in Kent indicates that Tecs will have to address the particular problems of smaller businesses head-on.

The companies in our study, whatever sector they were in, experienced similar difficulties in terms of resourcing their training effort, finding appropriate training and managing their training activities effectively.

Our research also showed that small firms find it difficult to assess the training on offer in the open market. Tecs could do much to help small companies communicate their needs to training providers.

Tecs also have much to offer in setting up a network of quality control and assurance, as small firms are often bemused by a range of courses being offered.

However, perhaps the single most important task for the Tecs is to help small companies improve the return on current investment in training rather than simply urging greater expenditure. If training in small companies is to be improved in the long run, the basis for it must be the upgrading of what we can call the "training capability" of the organisation.

Sarah A Vickerstaff, Canterbury Business School, University of Kent, Canterbury, Kent

## The problem of 'wage creep'

From Dr O'Shea.

Sir, Brian Reading's letter ("And the human scrapheap waits", December 18) about the British limitation of choice between inflation and unemployment is right on the point. I would agree with him that a Royal Commission might examine our problem, in the sense that it should be taken out of politics to start with.

But I think that one of the conclusions of such an investigation is already obvious: the lack of skills in the UK workforce. Our "wage-creep" is largely a function of supply and demand. We need more "City Colleges", and for that, we need to spend a lot of money for a long period.

There is no short cut. Studies on comparative standards in education and training show how far we are behind our competitors, and also how long it took the French to make up some of the leeway against Germany in this respect. It could be argued that the French effort was the response to an acceptance of the ERM, its disciplines, and thus the need for fundamental measures in productivity.

We should accept this also. There are many social, political and financial obstacles in the way of consensus, but we must attain this before the effort can be made. D O'Shea, 83 Polanell Park, SW14

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**INSIDE**

**The latest champion of the NYSE**



The New York Stock Exchange has been losing ground in the fight for a larger share of US and global securities trades. But the arrival of a new chairman yesterday, William Donaldson (left), could change all that. He intends to make the Big Board the leading international stock market as investment becomes more global. Martin Dickson talks to the man who would be king. Page 14

**Babcock in DM85m loss**

Deutsche Babcock, the German engineering group, yesterday said it faced a hard road before returning to profits. The warning came as the group announced a loss of DM85m (\$57m), mainly as a result of restructuring costs in its energy and environmental technology divisions and a drop in power station business. Andrew Fisher reports. Page 14

**SEC plans investment curbs**

The Securities and Exchange Commission plans new restrictions on investment in corporate debt by money market funds. The move, backed by the money market funds but opposed by US corporations, comes at a time of deepening concern about the quality and size of US corporate borrowing. Patrick Harrington reports. Page 15

**Bellsouth in \$180m purchase**

Bellsouth, the largest of the US regional "baby bell" telephone companies, is buying Graphic Scanning, a financially-troubled cellular telephone and paging service business with operations in the US and the UK, for \$180m. Page 14

**Bonds post positive returns**

Government bonds did well in 1990 with all markets posting positive returns in their local currencies. The Australian market proved the best performer over the full year, posting a return of just over 18 per cent. This was followed by the traditionally high-yielding markets of Spain, Italy and the UK. Deborah Harrington reports. Page 15

**UK pension fund value falls**

The value of UK pension funds fell by 11 per cent in 1990 as fears of recession and high interest rates hit many world stock markets, according to a study of 2,500 pension portfolios with assets of £220bn. As a result, returns on portfolios for the year will be the lowest recorded since 1974. Richard Gourley reports. Page 15

**Telfos defers dividend**

Telfos Holdings, the locomotive and railway rolling stock group, has been forced to defer the dividend due to be paid today on its 9 per cent preference shares. Telfos also extended its financial year end by three months to March 31, a delay intended to enable the proceeds of planned disposals to strengthen the published balance sheet. Clay Harrie reports. Page 15

**Belgian share swap**

Société Générale de Belgique, the Belgian holding company, and holding companies controlled by Mr Albert Frère, the Belgian industrialist, agreed to a complex share swap that would bring Belgium's two dominant holding company groups - La Générale and Groupe Bruxelles Lambert - closer together. The deal will also reduce Compagnie Financière de Suez's 55.6 per cent stake in La Générale to 51.1 per cent. Page 16

**Data General drops NTT deal**

Data General, the US computer maker, has dropped a product-development agreement with Nippon Telegraph & Telephone. Ronald Skates, chief executive officer, separately disclosed that the company had eliminated about 2,400 jobs, or 20 per cent more than the 2,000 jobs Data General had said it would cut last year. Page 14

**Spring Ram bucks trend**

It has been a great year for Spring Ram Corporation, the bathroom and kitchen company. The group has bucked the trend in a tough year for companies related to the building industry. Spring Ram is estimated to have increased pre-tax profit by about 25 per cent to £30m in 1990, on similar sales growth to £150m. Jane Fuller examines the company's success. Page 19

UK housebuilding markets have increased pre-tax profit by about 25 per cent to £30m in 1990, on similar sales growth to £150m. Jane Fuller examines the company's success. Page 19

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**Chief price changes yesterday**

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# The Belgian hole in BA's strategy

Paul Betts and David Gardner look at the collapse of a joint venture with KLM and Sabena

The New Year's Eve collapse of the joint airline venture between British Airways, Sabena and KLM has left BA's European strategy, if not in disarray, at least in severe difficulty.

The three companies had intended to set up a new airline called Sabena World Airlines, transferring Brussels' Zaventem airport into a hub linked to 75 European cities. BA and KLM Royal Dutch Airlines would have each invested £34m (\$55m) for a 20 per cent stake in the new airline, which would have been 60 per cent controlled by Sabena.

The decision to abandon the plan appears to stem primarily from a change of strategy at Sabena, which is facing record losses. It has appointed a new chairman, Mr Pierre Godfroid, who is planning a reorganisation. BA was putting a brave face on the decision yesterday. It said the door remained open for talks to resume with Sabena. KLM Royal Dutch Airlines also said the joint venture could be revived once Sabena had completed its reorganisation.

But KLM openly acknowledged it was disappointed by the collapse of the deal. A KLM official suggested that the Netherlands airline might now have to consider changing its European strategy.

Both BA and KLM will have to review their plans for strengthening their positions in Europe. They are coming under increasing pressure from other large European airlines, such as Air France and Lufthansa, which have bolstered their own positions in the European market.

Air France recently won European Commission approval to take over UTA, the French long-distance carrier, as well as Air Inter, the French domestic carrier. Lufthansa is also set to take control of Interflug, the former East German airline, which had interested BA. Scandinavian Airlines System (SAS), which had also been sought to forge a partnership with Sabena, is waiting



Lord King, head of BA, has criticised bureaucratic interference from Brussels

on the sidelines; it is poised to make new inroads in the European market now that both Norway and Sweden have agreed to join the EC's new deregulated airline policy.

KLM and BA are also coming under growing pressure from aggressive US carriers with big ambitions to expand into the deregulated European airline market. Both American Airlines and United Airlines are seeking rights to fly into BA's home base at London's Heathrow airport. A UK government review of London air traffic rules could also open Heathrow to more international airline competition.

Although BA has several other partnership deals in advanced negotiations - including plans to start a new airline based in Berlin and a joint Soviet airline venture with Aeroflot called Air Russia - the collapse of the Sabena venture will undoubtedly pose

problems. Analysts now expect BA to seek alliances with carriers in Europe, the US and the Asia-Pacific region, as well as attempting to revive a partnership with Sabena.

However, considerable uncertainty now surrounds Sabena's intentions. BA and KLM had been frustrated during the last six months by the Commission's concerns over the possible anti-competitive implications of the Sabena joint venture.

Officials at the Belgian Communications and Transport Ministry conceded yesterday that the EC investigation into the venture had cast a cloud over the deal.

But all three airlines emphasised that the Commission's criticisms had little to do with the decision to abandon the plan. BA described the move as a "business decision" largely due to the change in thinking at Sabena.

And a senior Commission official said that the main practical difficulty facing the venture was that BA and KLM "appeared not to know where Sabena's new management stood".

Since early last month, Sabena's partners had started worrying about the airline's "real financial standing" and the amount of capital that would be needed to make the venture take off. While BA was paying £34m for its stake, one industry analyst suggested that about \$1bn-\$2bn would be necessary to make the venture a success.

The situation in the airline industry has also changed during the last few months. Profits are coming under heavy pressure from rising jet fuel prices and the economic slowdown.

BA, financially one of the strongest airlines, warned last November that it was likely to report a loss in the six months ending March 31. KLM has also

warned it expects to make a substantial loss in the current financial year. The pressures have been greater still for Sabena, the smallest of the three airlines.

Mr Godfroid, Sabena's new chairman, now has a month to come up with an alternative to the partnership with BA and KLM. His brief is to find new partners willing to recapitalise the airline in the face of what are expected to be record losses for the last year.

He has resumed talks with American Airlines which had been abandoned by his predecessor, Carlos Van Rafeleghem. Trans European Airways, the Belgian independent airline, which last year challenged the Sabena-BA-KLM venture in the Belgian courts, is also understood to have renewed its interest in a link with Sabena.

Indeed, there was some conviction in Brussels yesterday that sentiment was turning towards a "Belgian solution" for Sabena. This might involve foreign carriers, but would rely on private Belgian capital to play a leading role at Sabena.

The state now has a direct 53 per cent stake in the airline, but the public sector owns most of the rest through investment funds and regional governments. If a Belgian rescue comes off, the state would write down its holding to about 25 per cent.

Belgian government officials made clear yesterday that the state was ready to inject new capital into Sabena. But Mr Godfroid first has to secure private investment before the government rounds off the package.

Sabena has already sought a \$1.5bn (£101m) infusion from the government to stem its cash haemorrhage. One official said the government did not regard the situation at Sabena as a "disaster" after the collapse of the BA-KLM deal. The two other airlines, however, clearly felt the risks had become too high. They preferred to play safe, even though that meant jeopardising their own longer-term strategies.

# GRE to sell stakes in Italian insurers

By Richard Waters and Richard Lapper in London

GUARDIAN Royal Exchange, the UK general insurer, announced on Monday that it is to dispose of two of the three Italian subsidiaries acquired in March 1989. GRE's foray into the rapidly growing Italian life insurance market has proved to be an expensive one. Losses amount to £71m (\$135m).

At the same time, GRE warned that its overall operating result for 1990 would suffer from the "significantly adverse trading environment" which has affected all UK insurers in the second half of 1990.

The warning is the latest piece of bad news for insurers who have been hard hit

by rising claims and fierce rate competition in several areas. Four of the UK's five leading companies are set to record pre-tax losses in 1990. GRE has been particularly badly hit by claims on its employers' and public liability and motor policies. The company acknowledged on Monday that it will need to strengthen its reserves against future claims in these areas "reflecting a more pessimistic view of personal injury awards".

Overall pre-tax losses for 1990 could now reach £100m according to analysts, compared to a £148m profit in 1989. It was not clear yesterday whether these estimates

included £15m in write-offs of GRE's Italian investments recorded in 1990. GRE shares fell 6p to 182p on the news.

In Italy, GRE is to dispose of 51 per cent stakes in two Italian motor insurance companies, Cidas and Sipea, for a nominal sum to the Turin-based bank, Istituto Bancario San Paolo di Torino, its joint venture partner. San Paolo will also acquire a 29 per cent stake in the life insurer, Polaris Vita, in which GRE will retain a 20 per cent stake. San Paolo has an option to buy this for a minimum of £2m at any time over the next three years.

Since purchasing its majority stake for

£27m in March 1989, GRE's losses on its Italian adventure amount to £71m. Underwriting losses from both Cidas and Sipea's motor insurance business proved to be far heavier than GRE had anticipated. The company agreed an initial capital injection of £17m at the time of sale. It had to pump a further £27m into the companies after the sale. GRE wrote off £25m of this amount in 1989 and it expects to write off a further £15m against 1990 profits.

San Paolo has agreed to shoulder any operating losses in 1990. GRE will thus be able to recover the £28m it set aside last year to cover losses in the first half.

# Japanese start to shop more cautiously abroad

Japanese companies are starting to count the cost of their wave of foreign acquisitions in the 1980s. Despite the \$61bn Matsushita has just paid for MCA, the pace of purchases is slowing. In 1990, Japanese direct investment abroad will grow about 15 per cent to \$50bn - compared with a 29 per cent increase last year and 75 per cent the year before that.

Japanese businessmen are not abandoning international mergers and acquisitions. In North America and increasingly in Europe, acquisition is an option which more and more groups are ready to consider. But Japanese buyers have learned to be more wary, and more careful about the prices they pay.

Some of the 1980s deals have fallen far short of the hopes of the executives who signed the original contracts. Among them is Fuji Bank's 1984 acquisition of Walter E Heller, the Chicago-based finance company. Heller is only now making a profit after six years of losses during which Fuji topped up the \$425m purchase price with capital injections totalling \$400m.

Another company which is less than happy with its purchase is Nippon Mining, which bought Gould, the diversified US electronics company, for \$1.1bn in 1988.

Nippon Mining knew little about managing an ailing US mini-conglomerate. It chose Gould for the wrong reasons - long-standing commercial ties - instead of assessing a range of potential candidates. To compound the error, the Japanese side paid a handsome price to secure Gould managers' complete agreement.

But even a move into familiar territory can bring unpleasant surprises. In 1986 Bridgestone, the tyre maker, bought Firestone, a declining US rival, for \$2.6bn. It wanted to add production and distribution in North America and Europe to its own strengths in Japan and Asia.

The strategic reasoning still looks sound, and other tyre makers have followed suit. But the managerial challenge in making Firestone profitable has been far greater than Bridgestone anticipated. Mr Teiji Eguchi, the chairman, had to move from Tokyo to Firestone's headquarters in Akron, Ohio, earlier this year to help accelerate cost-cutting

secured a lower price today. So might Aoki Construction, the building group, which paid \$1.6bn for Westin Hotels, also in 1988.

More Japanese companies are beginning to recognise that successful acquisitions depend on careful choice of a target company. "The best acquisitions are where the buyers are the active parties" seeking potential purchases, says an executive at McKinsey management consultancy. "Unfortunately, 95 per cent of Japanese acquisitions are reactive: companies accept ideas put to them by investment bankers." Among the most successful Japanese companies in its foreign takeovers has been Dainippon Ink, which in the mid-1980s bought the bulk of Sun Chemical and Reichold Chemicals.

The two companies were acquired for a total of \$1bn, partly for their marketing presence in North America and partly for the products they could add to Dainippon's existing range. Moreover, Dainippon had previous experience with a small American company bought in 1978.

Market share, technology, and skills still matter more to a Japanese than to an Anglo-Saxon buyer. If Sony had gone to Wall Street for advice 30 years ago, it would never have made a transistor.

A company official says: "On the figures alone, it may be true that we paid a lot for Columbia. But if we just looked at figures we would not have invested in Columbia at all."

Japanese companies are not abandoning such long-range thinking, given that it is the source of many of their greatest successes. But they are now paying more regard to the figures.

Stefan Wagstyl looks at the lessons learned from a wave of overseas purchases in the 1980s

changes. Mr Eguchi and his colleagues believe Firestone will not make a profit until 1992.

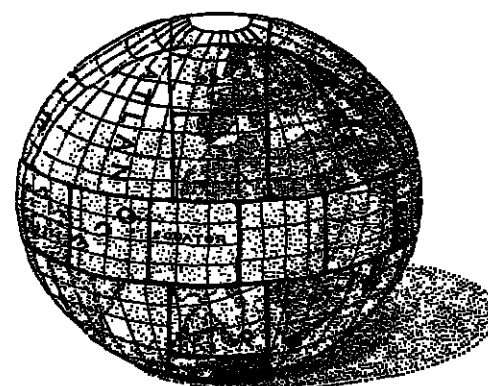
Not all the mega-deals have run into trouble. Sony's \$2bn acquisition of CBS Records in 1987 has turned in bumper (though undisclosed) profits, with the help of a worldwide surge in sales of recorded music.

Sony's \$3.4bn purchase of Columbia Pictures Entertainment in 1989 may prove more difficult to manage, given that making films is a volatile business in which one hit can compensate for 10 failures.

Luck affects the value of any acquisition, particularly in timing. The cheap credit of the late 1980s inflated asset values around the world. Now prices are falling in response to high interest rates.

Seibu Saison, the retailing and leisure company which paid \$2.27bn for Intercontinental Hotels in 1988, might have

# IN 1990 THE WORLD TOOK ON A NEW ORDER.



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## INTERNATIONAL COMPANIES AND FINANCE

## Deutsche Babcock DM85m in red after fall in business

By Andrew Fisher in Frankfurt

DEUTSCHE BABCOCK, the German engineering group, said its group loss for the financial year to September 30 1990 totalled DM85m (\$57m). The deficit was mainly the result of restructuring costs in the energy and environmental technology divisions and a drop in power station business. Provisions against possible financial risks arising from the Gulf crisis also contributed to the loss. The provisions include covering a power station which has been delivered

to Egypt, but which was financed by a Kuwaiti company. The size of the loss was in line with expectations. Babcock said in October that its losses would be about DM50m-DM60m before tax and DM85m-DM90m after tax. It has mobilised reserves, through property sale and lease-back operations, to offset some of the losses. Babcock said its total turnover in 1989-90 increased by 8 per cent to DM5.8bn, mostly

because of the consolidation of A. Friedrich Flender, the recently acquired engine and components subsidiary. The Ruhr-based group said a hard road lay ahead before the profits zone could be reached again. In 1988-89, Babcock made a net profit of DM173,000, down sharply from the DM40.5m of the previous year. Its problems have coincided with a boom in the German engineering sector, with business recently given a lift through German unification.

## Bronfman group buys into Israeli food concern

By Judy Maltz in Jerusalem

CLARIDGE Israel, a Canadian company controlled by Mr Charles Bronfman, is purchasing 33 per cent of Osem, one of Israel's two largest food companies, for US\$26.7m. The shares were put up for sale by two of Osem's founding families.

The remaining shares are held by another of the founding families, the Propers, who manage the company. Osem's shares are not traded publicly.

The acquisition of shares in Osem by the Bronfman group took Israeli financial circles by surprise.

The Bronfman group had, until now, concentrated its Israeli investments in high-technology export oriented companies.

Following this acquisition, the value of the Bronfman group's holdings in Israel will be US\$125m.

The Bronfman group said the decision to buy into Osem was taken after a comprehensive survey was undertaken of the company's potential in the local and export markets.

It noted that a mass immigration wave from the Soviet Union was expected to increase food consumption in Israel during the next few years.

Osem's main products are pasta, soup mixes, crackers and salty snacks. Only a small portion of its total turnover, approximately \$200m a year, is derived from exports.

In Israel, the Bronfman group owns 23 per cent of Optrotech, a manufacturer of automated inspection and design systems; 25 per cent of ECI Telecom, a telecommunications company; 22 per cent of Luz Industries, a solar energy company; and 20 per cent of the Teva pharmaceuticals company.

In 1989, the Bronfman group sold off its 38 per cent stake in Supersol, one of Israel's leading supermarket chains, and said it intended to invest the proceeds from the sale in other Israeli industrial concerns.

New York has a fresh champion  
Martin Dickson on the challenges facing the latest NYSE chairman

On the day in 1973 that Mr William Donaldson walked through the doors of the state department to become under-secretary responsible for energy policy, the Middle East war broke out. The oil industry has not been the same since.

There were no such fireworks yesterday when he took over as chairman of the New York Stock Exchange. Yet he was stepping into the front line of another kind of war - and at stake is the future of the venerable NYSE.

In the battle to win a larger share of both US and global securities trades, the Big Board has been losing ground to electronic trading networks, regional American exchanges and London's so-called "dark markets", in which disclosure and trading rules are less restrictive.

Business has moved because these rivals offer some combination of lower commission rates, longer hours, more flexible regulations and a wider range of products.

At the centre of the battle lies the question of whether New York's floor-based "continuous auction" trading system is in danger of becoming an expensive anachronism in an electronic age, or whether it is the best means of ensuring a fair and efficient market.

Mr John Phelan, who has stepped down after six years as chairman and is as a senior NYSE executive, did a great deal to modernise both attitudes and technology at the exchange.

But the job facing his successor is likely to be more demanding, and will require not only a deep knowledge of the securities industry, but diplomatic skills to mediate between its fractious interests and political clout in Washington to push through regulatory change.

On paper, Mr Donaldson looks well qualified. A softly-spoken, courteous man of 59, he has played many roles: diplomat, academic and boutique investment manager - and has sat on the board of several leading American companies: Aetna Life and Casualty, Honeywell and Philip Morris.

Born in Buffalo, upstate New York, to an engineer, he was educated at Yale and stumbled

on to Wall Street by accident. But once there, success came quickly: he and two friends were president in realising that institutional investment was the growth area of the future, and in 1959 they set up a broking and research firm to service these clients. Donaldson, Lufkin & Jenrette has become one of Wall Street's leading houses.

Mr Donaldson left the firm to go to the state department under secretary of state Mr Henry Kissinger, and spent a brief spell in the White House on the staff of vice-president Mr Nelson Rockefeller. After

onerous listing and regulatory requirements. These Mr Donaldson wants to see changed. For example, he questions whether Deutsche Bank, Germany's largest bank, should need to change its accounting methods to comply with US practice. "I have a hard time thinking that world class companies like that offer much risk to the unsophisticated."

But keeping domestic business will not be easy. This year the NYSE handled about 85 per cent of the dollar value of trades in its stocks, some 82 per cent of the number of shares, but only 66 per

cent and fair" trading, and argues that its system of funneling deals through specialists on the floor of the exchange in a continuous auction still provides the best opportunity for buyers and sellers to reach the best execution price.

"The auction market," he says, "is one of our great national assets."

Although he nods towards reducing NYSE costs, he says that a lot of institutional investors worry too much about the commission involved in making a trade and not enough about other costs, notably the execution price, which may be lower in a less liquid, screen-based market.

Furthermore, he points out that many rival systems "could not exist if the New York Stock Exchange wasn't here. They're cream-skimming, and the only reason they can take that risk is that they can come back and lay it off on the NYSE if they have made a mistake."

He acknowledges that the exchange needs to change, although he implies at a slow pace.

He admits that the Big Board has been slow to list new products and says it has to take a fresh look at "legitimate" ones. "But my feeling is that in certain derivative products there is a risk which is pretty undefined."

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William Donaldson: auction market a "great national asset"

five years as the first dean of Yale's management school, he spent the wild 1980s managing what he calls a "venture capital" partnership, which takes stakes in growing businesses.

At the NYSE, he says that one of his most important challenges will be to make the Big Board the leading international stock market as investment becomes more international. And that means a drive to increase the number of foreign shares traded there.

Only 122 overseas companies are listed, and half of those are in the cumbersome form of American depositary receipts (ADRs), pieces of paper entitling the holder to dividends and capital gains on foreign shares held by US banks.

Many foreign companies find a full US quotation impossible or unattractive, because of

cent of total transactions. The latter figure, says Mr Donaldson, understates the Big Board's role because of technical counting methods. But the drop in recent years, and what he calls the "fractionation" of markets in this country" concerns him.

He distinguishes between legitimate reasons for trade moving away from the NYSE (such as when the customer can get a better price elsewhere) and negative reasons (for instance when shares are being traded anonymously with inadequate reporting standards, which Mr Donaldson calls "in the closet"). The latter, he argues, is not in the customer's best interest.

He contrasts this with the rigorous regulatory policing of the Big Board, ensuring "hon-

est and fair" trading, and argues that its system of funneling deals through specialists on the floor of the exchange in a continuous auction still provides the best opportunity for buyers and sellers to reach the best execution price.

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## INTERNATIONAL COMPANIES AND FINANCE

## New year heralds curbs on corporate debt investment

Patrick Harverson on the SEC's plan to protect investors if funds become over-exposed to high-risk paper

In an already severely squeezed US credit market, the Securities and Exchange Commission is planning to tighten restrictions on investment in corporate debt by money market funds.

The proposed restrictions will affect the \$150m of commercial paper - short-term corporate IOUs - rated below top grade which are currently held by registered money market funds. They could force some lower-rated issuers out of the commercial paper market altogether.

The SEC's move is backed by the money market funds but opposed by US corporations. It comes at a time of deepening concern among investors, regulators and politicians about the quality and size of US corporate borrowing.

The savings and loan industry disaster, the collapse of the junk bond market and the increasingly shaky state of the US banking system have all highlighted the damage that bad debt can do.

The aim of the planned restrictions is to protect investors if money funds become over-exposed to high-risk commercial paper.

At the heart of the new code is the requirement that funds invest no more than 5 per cent of their assets in commercial paper with no more than 1 per

cent in the paper of any one issuer.

At the moment funds can invest as much as they wish, although in practice they hold about 10 per cent of their assets in paper rated grade two or below.

The rule-tightening was spurred by the defaults last year of two issuers of grade two commercial paper, Integrated Resources and Mortgage & Realty Trust.

Investors in money funds did not lose any money as a result of the defaults, because the financial institutions managing the funds which held defaulted paper took over the losses themselves. But the SEC was worried enough by the defaults that it began to look for ways to strengthen investor protection.

The SEC's concern about the quality of grade two paper is shared by the money funds. The Investment Company Institute, the trade organisation representing money funds, supports the proposed changes.

In fact, it wants the SEC to go all the way and ban holdings of grade two paper outright.

Although the SEC is keen to impose tighter control on investment in higher risk paper, it is unlikely to accede to the institute's request for a complete moratorium.

Money managers are happy

to accept stricter limits on their paper holdings because they hope will strengthen investor confidence in the security of their funds. The main attraction of money funds is that they guarantee investors that the dividend on their investment will not fall below \$1 a share.

If issuers default on their paper, funds are faced with the choice of taking the loss and paying out dividends below \$1

or to accept stricter limits on their paper holdings because they hope will strengthen investor confidence in the security of their funds. The main attraction of money funds is that they guarantee investors that the dividend on their investment will not fall below \$1 a share.

Although the SEC has listened to what the issuers have to say, the chances of the SEC reversing direction are slim

- which would be professional suicide - or asking the parent of the fund to bail them out.

So far, every time commercial paper has defaulted the fund has taken the latter course. But the fear remains that potential investors will be put off placing their money in funds because of the fear of losses.

Corporate issuers of commercial paper are up in arms about the planned changes. In the current financial climate, credit is difficult to come by and increasingly costly. Issuers believe the new restrictions will force them either to borrow in the paper market at a

higher price, or to go elsewhere.

They also feel that the restrictions will give too much power to the five big US credit rating agencies (Standard & Poor's, Moody's, Fitch, McCarthy and Duff & Phelps) whose ratings will determine whether an issuer has a ready market for its paper.

Mr John Tierney, chairman of Chrysler Financial, wrote in a letter to the SEC responding

to the planned changes: "Adoption of the proposed amendments would shift the decision process of determining the eligibility of commercial paper for investment by money market funds from the individual money market managers... to the established rating agencies."

Chrysler Financial, the fourth largest finance company in the US with \$10.6bn of commercial paper outstanding in 1989, has calculated that under the SEC's tighter restrictions the amount of its paper held by money funds would be reduced from \$4.9bn to \$1.5bn.

This \$3.4bn shortfall in paper outstanding would have to be

replaced largely by borrowing from banks or through the issue of longer term securities, all of which would, Chrysler estimates, increase the cost of borrowings by between \$15m and \$20m each year.

The cost of all Chrysler's commercial paper (which is currently rated between grade two and three) would also go up, because of the limited capacity in the market for low-grade debt.

Chrysler's predicament is typical, and with rating agencies downgrading company debt almost daily in the worsening economic climate, more issuers will suffer from the SEC requirements.

Many companies are already having to pay more to borrow on the commercial paper market (or are going to alternative sources) because funds are changing their investments in anticipation of the latest SEC regulations.

Corporate issuers also argue that if the large companies that would normally use the commercial paper market are forced to borrow from banks instead, banks will have less money to lend to smaller companies.

"It is the worst thing that could be happening in an economic downturn," says Mr Brad Sparks, treasurer of MCI Communications, which has \$900m in commercial paper outstanding.

Those affected by the proposals have put forward recommendations to the SEC. Chrysler suggested that quality of debt should be judged under different criteria, such as using historical ratios of earnings to fixed charges.

Another alternative, proposed among others by Sparks of MCI and Mr Daniel Donoghue of rating agency Duff & Phelps, is to increase the disclosure requirements for each fund.

Publishing the percentage of average daily balances invested in low-grade paper would allow investors to select the fund that best matched their appetite for risk, says Mr Donoghue.

Although the SEC has listened to what the issuers have to say, the chances of the SEC reversing direction are slim.

The commission is still sifting through the responses to its plans, and there has been speculation that it will hold a series of hearings to canvass opinion further on the matter.

The SEC will not comment on the likelihood of further consultation on its proposals.

At the moment, with the new restrictions likely to come into force early next year if the SEC has its way, consultation is all corporate issuers can hope for.

## Bonds post positive returns in 1990

By Deborah Hargreaves

IT WAS a good year for government bonds in 1990, with all markets posting positive returns in their local currencies, according to J.P. Morgan's Government Bond Index Monitor. This was despite the often severe volatility that characterised these markets at times.

The Australian market proved the best performer over the full year, posting a return of just over 18 per cent. This was followed by the usually high-yielding markets of Spain and Italy, where returns were at 14.7 per cent, and the UK, where a portfolio of gilt-edged securities rose 9.7 per cent in the year.

Judged in dollar terms, Spain and the UK came out best, as their currencies gained

strength against the dollar and the two markets posted a dollar return of 30.9 per cent.

They were followed by Italy offering a return of 28.6 per cent and Belgium with 24.9 per cent in dollars, but before tax. The UK market rode high on a wave of expectation that the UK would join the exchange rate mechanism of the European Monetary System in 1990, and when that happened bond prices surged.

The performance of the German bond market was depressed by the uncertainty surrounding unification and the burden of fund-raising this would place on the capital market. The Bund market was second only to Japan in putting in the worst performance in its local currency.

Japanese government bond prices were dragged down by the slump in Tokyo stock prices and uncertainties over the economy as well as fears about the Gulf crisis. The market showed only a return of 0.78 per cent in yen over the year.

However, it turned into the best performer for the last quarter of the year when investors were banking on a cut in official interest rates early in 1991. This boosted yen returns on Japanese bonds to 3.8 per cent for the final quarter.

The year was an excellent one for US investors to diversify into foreign bond markets, J.P. Morgan concludes.

## France to issue FF100bn of OATs

THE FRENCH Treasury plans to issue about FF100bn of fungible bonds (OATs) in 1991. About 15 per cent of the total will be in bonds denominated in Ecus, the finance ministry said, Reuters reports.

The total would be net of any stock bought by exchanging existing bonds and used for any bonds the state might buy back during the year. It would be calculated on the basis of the price paid at monthly auctions rather than face value.

France issued FF114.4bn of bonds in 1990. The ministry said the smaller total for 1991 reflected the planned decrease in the budget deficit in 1991.

The ministry added that the total would allow it to cover the high level of bond maturities during the coming year, which it put at FF107.8bn. The Treasury will continue

with its practice of holding a bond auction on the first Thursday of each month.

On each occasion it will sell at least FF10bn of a new 10-year OAT plus FF10bn of either its 8.50 per cent 2013, 8.50 per cent 2012 or 8.50 per cent 2004 bond.

Depending on market conditions, it may also offer its variable rate bonds due 1998 or 2001. These pay a coupon based on an index of long-term bond yields.

The ministry statement did not give the coupon or any other details of the new 10-year bond which is expected to establish itself as the benchmark in the French market as the issued volume builds up.

These should be announced today, when the Treasury is set to give details of the first 1991 auction on January 3.

According to ministry data, there is about FF65bn outstanding of the current 8.50 per cent 2000 benchmark.

The date of Ecu bond sales will depend on market conditions, but there will be at least one per quarter. The Treasury will offer its 8.50 per cent 2000 Ecu bond or its 10 per cent 2001 Ecu stock.

The ministry said the state reserved the right to cancel an auction or fit in an unscheduled auction in the event of exceptional market circumstances.

It also reserved the right to open new lines of stock, particularly in the variable rate sector, or re-open existing lines not listed earlier. It mentioned specifically the 9.50 per cent 1998 bond, which already has outstanding volume of FF83bn.

## APPOINTMENTS

## MD named at R S Stokvis



Mr Ivan Thompson (pictured) has been appointed managing director of R.S. STOKVIS & SONS, the East Molesey based suppliers of industrial doors, leading bay equipment and commercial heating and hot water systems.

Mr Thompson joined Stokvis nearly three years ago having previously worked in marketing roles at British Gas, United Gas Industries, Drax and Schlumberger Group, where he was general manager, industrial metering division.

Mr Javed Azeel has been confirmed as the Stokvis financial director and Mr Alex Thomson has been appointed business development director.

The Dutch-based group, which was recently acquired by the Dutch Merchant Bank, has a turnover of some £175m and employs 1,200 people.



Mr Neil Shaw, chairman and chief executive of Tate & Lyle, retired from his post as a non-executive director of SMITHS INDUSTRIES on December 31.

Mr David Lyon (pictured), chief executive of Rowwater, has joined the board of Smiths Industries as a non-executive director.

LEOPOLD JOSEPH & SONS has appointed Mr David Coulson, previously with British and Commonwealth, to its board as financial director.

Mr Tony Shadforth (pictured) has become enterprise adviser to the DTT's West Midlands regional office in Birmingham. A former chairman of Inco Europe - the European arm of the International Nickel Company of Canada - he has also held a number of other senior management positions including chairmanship of the Birmingham company, Henry Wiggin before setting up his own human resources consultancy.

Mr Timothy Smith has been appointed an executive director of BROOKS SERVICE GROUP. He was previously director of operations at Kennametal Europe, and prior to that was with Sandvik as UK operations manager.

Mr Jim Crisp and Mr Roger Taylor have resigned their directorships on their retirements.

## FT-ACTUARIES SHARE INDICES

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EQUITY GROUPS & SUB-SECTIONS		Monday December 31 1990		Fri Dec 28		Thu Dec 27		Mon Dec 24		Year ago (approx)	
Index No.	Day's Change %	Index No.	Day's Change %	Index No.	Day's Change %	Index No.	Day's Change %	Index No.	Day's Change %	Index No.	Day's Change %
1 CAPITAL GOODS (188)	719.22	-0.2	14.79	6.64	8.25	36.40	720.76	721.48	719.27	927.39	
2 Building Materials (225)	1136.06	-0.2	14.62	6.28	8.42	45.91	1137.99	1138.22	1136.06	1251.82	
3 Contracting, Construction (31)	1136.06	-0.2	14.62	6.28	8.42	45.91	1137.99	1138.22	1136.06	1251.82	
4 Electricals (10)	1882.35	-0.1	14.93	7.09	8.19	99.55	1884.47	1884.58	1882.35	2644.89	
5 Electronics (26)	1518.10	-1.4	10.55	5.67	12.63	72.18	1519.64	1519.64	1518.10	1930.96	
6 Engineering-Aerospace (8)	398.60	-0.3	16.84	6.13	7.11	17.48	399.98	400.06	398.60	403.36	
7 Engineering-General (47)	345.48	-0.7	12.29	7.22	7.54	19.45	345.49	345.49	345.48	403.36	
8 Metals and Metal Forming (8)	403.78	-0.1	22.63	8.52	5.46	26.05	403.78	403.78	403.78	478.70	
9 Motors (13)	296.44	+0.2	16.82	8.11	6.93	17.66	295.99	295.99	296.44	386.31	
10 Other Industrial Materials (20)	1243.92	-0.1	13.50	6.57	8.57	63.45	1244.09	1244.09	1243.92	1738.28	
11 CONSUMER GROUP (183)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
12 Breweries and Distillers (22)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
13 Media (22)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
14 Food Retailing (16)	2283.15	-0.2	9.88	3.30	13.23	64.97	2283.15	2283.15	2283.15	2315.06	
15 Health and Household (20)	2283.15	-0.2	9.88	3.30	13.23	64.97	2283.15	2283.15	2283.15	2315.06	
16 Transport (15)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
17 Textiles (14)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
18 Packaging and Paper (11)	2972.06	+0.1	12.09	6.38	10.35	50.68	2972.06	2972.06	2972.06	357.55	
19 Stores (34)	784.81	-0.2	10.87	4.65	11.98	26.84	784.81	784.81	784.81	802.39	
20 Other (11)	412.77	-0.2	14.11	8.60	9.10	27.62	412.77	412.77	412.77	529.77	
21 BUSINESS GROUPS (11)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
22 Chemicals (22)	1035.98	-0.8	13.10	6.51	9.01	52.01	1044.54	1044.54	1035.98	1242.60	
23 Conglomerates (11)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
24 Transport (15)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
25 Electricity (12)	1141.07	-0.2	11.72	6.44	11.50	63.40	1141.07	1141.07	1141.07	1242.60	
26 Telephone Networks (3)	2204.34	-0.7	14.21	6.36	7.94	68.12	2204.34	2204.34	2204.34	2188.97	
27 Water (10)	1557.84	-0.7	11.98	5.77	9.71	66.29	1557.84	1557.84	1557.84	1569.52	
28 Miscellaneous (26)	1033.85	-0.6	11.87	5.23	10.31	40.85	1033.85	1033.85	1033.85	1062.33	
29 INDUSTRIAL GROUP (480)	2296.62	-0.8	9.74	5.55	13.41	55.66	2296.62	2296.62	2296.62	2800.72	
30 FT-100 SHARE INDEX (1990)	1137.75	-0.2	11.54	5.38	10.16	49.34	1137.75	1137.75	1137.75	1346.61	
31 FT-100 SHARE INDEX (1990)	1137.75	-0.2	11.54	5.38	10.16	49.34	1137.75	1137.75	1137.75	1346.61	
32 FINANCIAL GROUP (98)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
33 Banks (9)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
34 Insurance (11)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
35 Investment (Composites) (6)	1028.50	+1.6	7.36	3.60	17.81	48.39	1011.86	1005.07	994.74	768.11	
36 Insurance (Broken) (8)	1228.68	-0.2	9.97	4.24	12.47	39.15	1228.68	1228.68	1228.68	1331.80	
37 Merchant Banks (7)	693.53	-0.1	7.30	3.17	18.64	15.48	693.53	693.53	693.53	1187.21	
38 Property (41)	252.28	-0.1	10.87	7.21	11.64	14.03	252.28	252.28	252.28	263.07	
39 Other Financial (20)	1002.09	-0.4	4.04	1.00	11.02	31.06	1002.09	1002.09	1002.09	1008.16	
40 Investment Trusts (69)	1201.81	-0.2	11.88	7.69	10.02	70.90	1203.87	1206.92	1200.81	1276.98	
41 ALL-SHARE INDEX (667)	1032.25	-0.6	5.47	1.00	10.10	42.52	1038.43	1041.26	1036.52	1204.70	
42 FT-SE 100 SHARE INDEX	2143.51	-16.91	2152.51	2140.81	2160.41	2167.81	2156.31	2164.41	2158.81	2622.7	

FIXED INTEREST						AVERAGE GROSS REDEMPTION YIELDS			Mon Dec 31	Fri Dec 28	Year ago (approx.)
PRICE INDEXES	Mon Dec 31	Day's change %	Fri Dec 28	Accrued interest	Index ad. 1990 to date	1	2	3	4	5	6
British Government						10.10	10.08	10.16	10.16		
1 to 5 years (28)	118.51	+0.05	118.45	1.62	12.81	10.10	10.08	10.16	10.16		
5 to 15 years (32)	126.98	-0.07	127.07	2.26	13.63	10.32	10.31	9.52	9.52		
Over 15 years (8)	129.61	-0.15	129.80	1.92	12.32	10.48	10.45	9.97	9.97		
Irredeemables (6)	146.00	-0.12	146.18	1.28	14.69	10.48	10.45	9.65	9.65		
All stocks (74)	126.18	-0.04	126.22	2.02	13.39	10.67	10.64	9.78	9.78		
Index-Linked						10.48	10.46	9.66	9.66		
6 to 15 years (2)	156.88	+0.06	156.78	0.73	3.04	11.18	11.15	10.44	10.44		
Over 5 years (10)	143.78	+0.15	143.56	0.72	4.15	11.18	11.15	10.44	10.44		
All stocks (12)	144.65	+0.14	144.44	0.72	4.06	11.18	11.15	10.44	10.44		
Index-Linked						11.18	11.15	10.44	10.44		
6 to 15 years (2)	156.88	+0.06	156.78	0.73	3.04	11.18	11.15	10.44	10.44		
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All stocks (12)	144.65	+0.14	144.44	0.72	4.06	11.18	11.15	10.44	10.44		
Index-Linked						11.18	11.15	10.44	10.44		
6 to 15 years (2)	156.88	+0.06	156.78	0.73	3.04	11.18	11.15	10.44	10.44		
Over 5 years (10)	143.78	+0.15	143.56	0.72	4.15	11.18	11.15	10.44	10.44		
All stocks (12)	144.65	+0.14	144.44	0.72	4.06	11.18	11.15	10.44	10.44		
Index-Linked						11.18	11.15	10.44	10.44		
6 to 15 years (2)	156.88	+0.06	156.78	0.73	3.04	11.18	11.15	10.44	10.44		
Over 5 years (10)	143.78	+0.15	143.56	0.72	4.15	11.18	11.15	10.44	10.44		
All stocks (12)	144.65	+0.14	144.44	0.72	4.06	11.18	11.15	10.44	10.44		
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6 to 15 years (2)	156.88	+0.06	156.78	0.73	3.04	11.18	11.15	10.44	10.44		
Over 5 years (10)	143.78	+0.15	143.56	0.72	4.15	11.18	11.15	10.44	10.44		
All stocks (12)	1										



**Until 31st December 1990**  
**We were there.**

## FRANCE

Beghin-Say.....  
 Do. Certs .....  
 Bongrain.....  
 Bouygues.....  
 CFAO .....  
 CGIP.....  
 CMB Packaging.....  
 Carrefour.....  
 Casino.....  
 Cetelem.....  
 Chargeurs.....  
 Ciments Fr.....  
 Club Méditerranée.....  
 Cogifi.....  
 CGE.....  
 Conarex.....

**1st January 1991**  
**We are there.**

## FRANCE

Alcatel Alsthom..  
 Beghin-Say.....  
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 Bongrain.....  
 Bouygues.....  
 CFAO .....  
 CGIP.....  
 CMB Packaging.....  
 Carrefour.....  
 Casino.....  
 Cetelem.....  
 Chargeurs.....  
 Ciments Fr.....  
 Club Méditerranée.....  
 Cogifi.....  
 Conarex.....

On 1st January 1991, the name CGE disappeared from the Stock Exchange listings. It has been replaced by Alcatel Alsthom, a name which reflects our positions as a world leader in the fields of communi-

cation, energy, transport and allied services. It's a name that will make us internationally recognisable and, therefore, more competitive. So from 1st January 1991, look for us higher up the list.

**ALCATEL**  
**ALSTHOM**

Alcatel Alsthom 54, rue La Boétie 75008 Paris, France



## UK COMPANY NEWS

## Telfos forced to defer preference share payment

By Clay Harris

Telfos Holdings, the locomotive and railway rolling stock group, has been forced to defer the dividend due to be paid today on its 9 per cent preference shares.

The company's ordinary shares, on which no further dividends can be paid until the preference payment is made up, fell 7p to 103p after the announcement on New Year's Eve.

Telfos also extended its financial year end by three months to March 31, a delay intended to enable the proceeds of planned disposals to strengthen the published balance sheet.

It added that no indication had been received of the terms or price of a possible takeover offer which a client of IMI Securities last month said it was contemplating. The potential sutor is Jemmenbacher, the Austrian rolling stock company, which holds about 2 per cent of Telfos.

Telfos said additional provisions arising from the agreed sale of its one-third stake in Euro-magnetics Holdings, a manufacturer of magnetic storage media, had left insufficient distributable

reserves to pay the dividend, which would have cost £194,000 including advance corporation tax. It said £2.1m of guarantees relating to Euro-magnetics had been called, £1.6m more than included in November's "interim assessment" which led to Telfos making a £7.1m provision against investments and contingent liabilities.

Telfos said it had a positive cash balance and treated the preference dividend omission as a technicality, noting that full provision had to be made for unrealised losses or other fall in assets' value, but that no account could be taken of unrealised gains or increased value.

The board said it was "pursuing a policy which should result in the balance of distributable reserves becoming positive in the next three to six months." The deferred preference dividend would be paid as soon as legally possible.

In 1989, Telfos reported pre-tax profits of £5.27m on turnover of £44m. On Monday, it said an unaudited report for the 12 months to December 31 would be issued in due course.

## Completion day for British Sugar sale

By Simon London

The sale of British Sugar to Associated British Foods by Berisford International is due to be completed today after approval by the companies' shareholders at extraordinary general meetings last Friday.

The transaction will wipe out £280m of borrowings from Berisford's total debt burden of more than £1bn.

ABF will pay £583m in cash plus £18m of net profit covering the period from British Sugar's year end on September 30 to the completion date.

ABF will also assume £144m of British Sugar's debt and repay an additional £135m.

In the year to September 30, British Sugar made operating profits of £118m, before interest payments, on sales of £712m.

Berisford paid £282m for British Sugar in 1982. Before the sale, ABF had £1.25bn held in cash and short-term securities.

## Fairhaven International £6m oil tanker disposal

By Michio Nakamoto

BLANDFORD Offshore Services, a wholly-owned subsidiary of Fairhaven International, the specialist oil, gas and petrochemical construction company, has announced the sale of its oil tanker, the Knock Beacon, to Asian Shipping and Azian Shipping.

Fairhaven will accrue \$11.25m (£5.9m) from the disposal, after allowing for the costs of cancellation of charter agreements. It plans to use the proceeds to repay bank loans secured on the vessel. There will be no significant gain or

loss from the sale.

Mr James Davidson, chairman of Fairhaven, said that the decision to sell the tanker came in the wake of a strong upsurge in the offshore construction business which has encouraged the company to concentrate on its core business.

In the six months to June, the company reported interim pre-tax profits of \$5.61m, against \$13.1m, and "business in the second half has been at least as good", Mr Davidson said.

## Golden Vale extends Welsh dairy interests

GOLDEN VALE, the Cork-based dairy-products concern, has extended its Welsh interests with the purchase of two milk delivery concerns, writes Anthony Moreton.

It has paid £3.5m for E Ladbroke of Bridgend and Collins Dairies of nearby Llantrisant.

Golden Vale moved into Wales in 1989 with the purchase of Ceredigion Dairies of Cardiff.

## A brave face amid the economic gloom

By Richard Gourlay

SIR DENYS Henderson, the chairman of Imperial Chemical Industries, yesterday put a brave face on a bleak beginning to 1991 by saying that companies such as ICI would emerge stronger and more keenly focused from the prevailing economic gloom.

In a new year message to employees, the chairman of Britain's largest chemical company warned that businesses faced painful decisions but said that the future offered great opportunities.

"In a recession it always looks as if things will never pick up, but they always do," Sir Denys said, promising more "sharpening" of activities.

"In the meantime we need to keep our courage, keep cool and get our heads down to our key tasks."

Sir Denys has already instituted some significant cost cutting following an exhaustive review of ICI's cash flow.

In early October he announced that the group proposed to cut at least £100m off planned capital spending of £1bn in 1991.

Before Christmas, ICI warned that pre-tax profits this year may not reach £1bn, sparking some City speculation about how many times the 1991 dividend is likely to be covered.

Sir Denys said the coming year would be a test of ICI's quality. Measures taken now would ensure the group could take advantage of opportunities in eastern Europe, the single European market and the growing Asia-Pacific region.

However, the year was beginning with business confidence much lower than a year ago and with "great uncertainty about world economic conditions, overshadowed by the crisis in the Gulf," he said.

## UK pension fund value falls by 11%

By Richard Gourlay

THE VALUE of UK pension funds fell by 11 per cent in 1990 as fears of recession and high interest rates hit many world stock markets, according to a study of 2,500 pension portfolios with assets of £230bn.

As a result returns on portfolios for the year will be the lowest recorded since 1974, according to the study by the W M Company, an Edinburgh-based performance measurement consultant.

Taken over longer periods, investment returns still exceed the main inflation indicators. The five years to end-1990, for example, yielded a return of 11 per cent compared to retail price rises of 6 per cent and

average earnings increases of 9 per cent, the study said.

The study covered funds accounting for 77 per cent of the value of the UK pension fund market and assessed the average returns on the funds.

On average, the funds are expected to have performed in line with the FT-A All Share Index, which fell 10 per cent over the year. But they will have outperformed the Overseas Equities Index, which fell 28 per cent, because the funds were underweight in Japan, where the stock market fell by 45 per cent.

The year ended stronger than many UK pension fund managers and trustees had anticipated after most major markets recovered in the last quarter, the study said.

Investments in cash and UK bonds yielded the highest returns with the indices rising 16 and 8 per cent respectively. The worst returns came from Overseas Equities and Overseas Bonds, where returns fell 28 and 24 per cent respectively.

In terms of asset structure, 54 per cent of total assets were invested in UK equities at the beginning and the end of the year. There was a one percentage point increase in the holding of UK bonds, to 6 per cent, and Overseas Bonds, to 3 per cent, while cash holdings rose

two percentage points to 8 per cent.

The trend towards less investment in overseas equities continued, and accounted for 20 per cent of total assets, down two percentage points by the end of the third quarter.

Investments in the US accounted for 29 per cent of the overseas funds, up a point from January 1990, while continental Europe increased its share from 38 per cent to 37 per cent.

Overseas equity investment in Japan continued to fall, ending September at only 20 per cent of overseas funds compared to 25 per cent at the end of 1989.

## COMPANY NEWS IN BRIEF

ASSOCIATED BRITISH Consultants has acquired Mavita, a private company involved in computer aided design and contract draughting. Consideration was £500,000, comprising £300,000 cash and the issue of an £200,000 unsecured loan note. Additional consideration up to £500,000 depends on Mavita's performance.

RABCOCK INTERNATIONAL has acquired King-Wilkinson, a UK-based engineering company, for an initial consideration of £2.3m (£1.2m) cash. Further consideration, of up to £1.7m, may become payable in February.

BETT BROTHERS has sold its Newlandsfield, Glasgow, site to a national supermarket chain, which will give rise to a revenue profit of £4.5m. Directors warn that further provisions may be necessary against property developments in the south and south-east.

CABRA ESTATES has sold two trading assets for £4.15m. The properties are located at Stoke-on-Trent and were part of the original portfolio purchased from the Summit Group in

November 1989.

COOKE (WILLIAM) has bought the assets and trade and other creditors of the Unicast division of NACO. Consideration is a maximum \$14m cash, payable in four stages. Unicast, based in Toledo, Ohio, supplies steel castings to the railroad, road freight, materials handling, construction, military and mining industries in the US.

CRESTA HOLDINGS has further rationalised by the sale for \$900,000 of Print Centres, its Isle of Man printing and publishing company, to Man-in-Printing.

EPWIN GROUP is investing a further \$1m in its Telford PVC extrusion factory, thereby increasing output capacity by 20 per cent.

EMESS has entered into a grant and leaseback arrangement on its property at Hawthorth Trading Estate with Hambros Leasing for a premium of \$2m cash. The consideration will be used to reduce indebtedness and increase working capital.

ENERGY AND Technical Services, a subsidiary of Compag-

nle Générale de Chauffe, has made a recommended offer for Aid-Call, which designs and supplies monitors and medical alarm systems for elderly people.

HARLAND SIMON has paid a nominal consideration, and will discharge trade creditors of £250,000, for the business and assets of Opposite, a US based company whose business is imaging systems for continuous process industries.

INTERNATIONAL MEDIA Communications rights issue has been accepted in respect of \$5.05m ordinary (74.25 per cent). The balance will be subscribed for by the underwriter and sub-underwriters.

INVERNA WEST has raised some £1.65m through the placing of 3.45m shares at 49p each. Funds will be used to finance the acceleration and expansion of the exploration programme on the Rathdowney trend in Ireland and on the double A tenement and surrounding areas in Western Australia.

METO INTERNATIONAL, a leading supplier of retail equipment and supplies, has acquired Kimball TI Europe

from Midway Holding. Terms of the acquisition were not disclosed. Kimball offers an extensive line of printers and labels.

NEWMAID TONES Group has acquired O Musted of Flit, a door control equipment for an initial £7.1m (£1m) cash with additional deferred amounts totalling £7.1m.

SEAFIELD has formed a joint venture company with Moneyvest, a specialised real estate development and distribution company currently involved in projects in Texas and Europe. Seafield will inject an initial \$300,000 into Moneyvest and make a line of credit available over the next 12 months of \$700,000.

UNION SQUARE has conditionally agreed to sell AG&S to Mr Anthony Green and Mr Anthony Spencer, joint managing directors of Union Square. Consideration is £100,000 but Union Square will buy back property management business and pay AG&S \$94,000. Mr Green and Mr Spencer will leave Union Square but retain their shareholdings.

## BOARD MEETINGS

FUTURE MEETINGS	
AG&S	Jan. 9
Bank of America	Jan. 9
Bank of England	Jan. 10
Bank of France	Jan. 10
Bank of Germany	Jan. 10
Bank of Italy	Jan. 10
Bank of Japan	Jan. 10
Bank of Spain	Jan. 10
Bank of Sweden	Jan. 10
Bank of Switzerland	Jan. 10
Bank of the Netherlands	Jan. 10
Bank of Belgium	Jan. 10
Bank of Luxembourg	Jan. 10
Bank of Austria	Jan. 10
Bank of Greece	Jan. 10
Bank of Portugal	Jan. 10
Bank of Ireland	Jan. 10
Bank of Ireland (N.I.)	Jan. 10
Bank of Ireland (S.I.)	Jan. 10
Bank of Ireland (N.I.)	Jan. 10
Bank of Ireland (S.I.)	Jan. 10

## FINANCIAL TIMES CONFERENCE

INTERNATIONAL BANKING  
London - 13 & 14 February 1991

The new decade finds the world banking industry at a critical juncture. The threat of recession in several leading economies is adding to the pressures on banks which have already been weakened by losses on real estate lending and the decline in stock market values. The Financial Times Conference on International Banking will assemble a distinguished list of leading figures from the commercial, investment and central banking worlds to address the issues facing the industry from a wide geographical perspective.

Speakers include: Sir John Quinlan, Barclays Bank PLC; Mr Wladyslaw Bala, Narodowy Bank Polski; Dr György Szalay, National Bank of Hungary; Mr John Flemming, EBRD; Mr Thomas G Labrecque, The Chase Manhattan Bank NA; Mr Anthony Loehne, S G Warburg & Co; Mr Brian Quinn, Bank of England; Mr André Lévy-Lang, Compagnie Financière de Paris; Mr Toru Kurokawa, The Fuji Bank, Limited and Mr Jean-Yves Haberer of Crédit Lyonnais.

EUROPEAN INSURANCE FORUM  
London - 18 & 19 February 1991

New Markets, New Risks and corporate strategies for insurers in Europe will be the focus of this high-level management Forum to be arranged by the Financial Times.

Among the issues to be examined will be the effects of the non-life and life directives; the changing character of risks over the next ten years; success in the new Europe - how leading players are adapting; regulation and finance - a level playing field?

The conference brings together leading figures from the industry as well as international experts on risk management including: Mr Hubert Drobke of the Commission of the European Communities; Dr Roberto Pontremoli of La Providence; Mr Peter Schroeder of Zurich Insurance Group; Mr H Falk Jönsen of Tillinghast; Mr Björn Wolmar, Skandia Group; Mr Claude Tondil, AXA; Mr David Cotteridge of Lloyd's of London and Mr David Rowland of the Sedgwick Group.

CABLE TELEVISION AND SATELLITE BROADCASTING  
London - 26 & 27 February 1991

The ninth Cable & Satellite Conference comes as the industry seems poised for a period of unprecedented growth, despite the temporary effects of recession and the fallout from the creation of BSkyB. De-regulation continues to open up opportunities for new television services in Europe and the recommendations of the telecommunications duopoly review, whereby cable operators should be able to offer a full telecommunication service in their own right, will provide an important new stream of revenue for the industry.

The opening address will be given by Mr Peter Lloyd MP, Parliamentary Under Secretary of State at the Home Office. A distinguished panel of speakers will review the opportunities and pitfalls including Mr Jean Dondelinger, EC Commissioner for Audio Visual Affairs, Mr Michael Cheekland, Director - General of the BBC, Mr Stewart Black, Chief Executive Officer of United Artists Entertainment, Mr Leonid Kravtchenko, Chairman of the USSR State Committee for Television and Radio and Mr Bernd Schiphorst, Managing Director of Ufa TV.

All enquiries should be addressed to:  
Financial Times Conference Organisation,  
125 Jermyn Street, London SW1Y 4LL.  
Tel: 071-825 2323 (24-hour answering service),  
Telex: 27347 FTCONF G, Fax: 071-825 2125.

## TRANSFORMATION IN EASTERN EUROPE

The FT proposes to publish this survey on

February 4 1991.

It will be of particular interest to the 54% of the Chief Executives in Europe's leading companies who are regular FT readers. If you want to reach this important audience, call Henry Krzymuski on 071 873 3699 or fax 071 873 3079.

## FT SURVEYS

Pursuant to the R&I Bank Act 1990 ("Act") of the State of Western Australia, on 1 January 1991, the whole of the business undertaking of The Rural and Industries Bank of Western Australia ("State Bank") and all its assets, rights and liabilities were, as a matter of Western Australian law, transferred to a new wholly owned subsidiary, R&I Bank of Western Australia Ltd ("R&I Bank Ltd").

R&I Bank Ltd is constituted by the Act as a bank and as an agency through which the State of Western Australia will engage in State banking. R&I Bank Ltd will be the entity through which the banking business of the State Bank will continue.

All the assets, rights and liabilities of the State Bank have been succeeded to by R&I Bank Ltd.

The State Bank has changed its name to R&I Holdings and will remain as the non-banking parent company and holder of 100% of the issued shares in R&I Bank Ltd.

R&I Bank Ltd and R&I Holdings are guaranteed by the State of Western Australia.

R&I

STATE OF WESTERN AUSTRALIA LTD

100% OF THE ISSUED SHARES IN R&I BANK LTD

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## CORRECTED NOTICE

ALLIANCE AND LEICESTER BUILDING SOCIETY

Japanese Yen 10,000,000,000 Floating Rate Notes due 1993

In accordance with the provisions of the Notes, notice is hereby given that for the six month period 27th December 1990 to but excluding 27th June 1991 the Notes will carry an interest rate of 7.55 per cent, per annum. The Coupon will be Japanese Yen 376,466 on the Notes of Japanese Yen 10,000,000,000. The relevant interest payment date will be 27th June 1991.

Mitsui Tokyo Kobe Trust International Limited (Agent Bank)

## THE BSS GROUP PLC

Notice is hereby given that the ordinary share transfer books will be closed from 12th January to 23rd January 1991 both dates inclusive.

By Order of the Board

D Johns

Company Secretary

13th December 1990

Fleet House

Lea Circle

Leicester LE1 3QQ

## Republic of Venezuela

U.S. \$262,720,000

Floating Rate Notes Due 1995

In accordance with the terms and conditions of the Notes, notice is hereby given, that the interest rate for the Interest Period from 31st December, 1990 to 28th June, 1991 is 9 1/8% p.a. The Coupon Amount payable on the 28th June, 1991 for notes of U.S. \$10,000 and U.S. \$100,000 is U.S. \$456.82 and U.S. \$4,568.21 respectively.

Bankers Trust Company, London

Agent Bank

Find the perfect luxury holiday in the WEEKEND FT. HOLIDAYS AND TRAVEL appears every Saturday. Order your copy today.

## U.S. \$75,000,000 Comerica Incorporated

Floating Rate Subordinated Capital Notes Due 1997

Interest Rate 8 3/8% per annum

Interest Period 31st December 1990 to 28th March 1991

Interest Amount per U.S. \$50,000 Note due 28th March 1991 U.S. \$1,011.98

Credit Suisse First Boston Limited

Agent Bank

## ALGEMENE BANK NEDERLAND N.V.

established at Amsterdam

WARRANTS 1986 - 1988

Following the merger of Algemene Bank Nederland N.V. and Amsterdam-Rotterdam Bank N.V. the Trustee hereby convokes holders of warrants 1986-1988 to a meeting to be held on Thursday 17 January 1991 at the office of Algemene Bank Nederland N.V., Vijzelstraat 32, Amsterdam, at 15 hours.

Items of the agenda: 1. proposal to transfer all rights and obligations of Algemene Bank Nederland N.V. under the Trust Agreement dated 15 May 1986 and the warrants to that warrant holders' rights to ordinary shares Algemene Bank Nederland N.V. are exchanged for rights to an equal number of ordinary shares ABN AMRO Holding N.V. without any adjustment of the exercise price and 2. discharge of Algemene Bank Nederland N.V. from its obligations under the Trust Agreement and the warrants.

Copies of the agenda, the text of the proposed transfer, discharge and amendments to the Trust Agreement, the report of the trustee and of the Notice, dated 16 July 1990, of ABN AMRO Holding N.V. to shareholders of both banks are (free of costs) available at the offices of the trustee and of Algemene Bank Nederland N.V., Herengracht 597, Amsterdam.

Attendance to the meeting only upon presentation of a declaration by Algemene Bank Nederland N.V. (issued not later than 14 January 1991) that warrants have been deposited up to and including the date of this meeting.

The Trustee: HUBRECHT TRUST COMPANY Herengracht 303, AMSTERDAM, 2 January 1991 Phone: +31 20 246260, FAX: +31 20 206209.



## UK COMPANY NEWS

## Three categories for success

Jane Fuller on the formula behind Spring Ram's prodigious growth

ASK MR Bill Rooney, chairman of The Spring Ram Corporation, what has been the secret of the bathroom and kitchen company's prodigious growth and he replies "magic beans" and runs from the room to bring in a jar full of brightly coloured little balls.

"We tell people that we eat one of these every day because they won't believe that it is just common sense."

Whatever the explanation, the outcome is a group that showed an annual rate of pre-tax profit growth of 53 per cent in its first 10 years of operation. The only apparent blemish on its record is a failed attempt to sell bathrooms through an automotive distributor, which led to a £1.5m extraordinary charge in 1989.

Spring Ram recently celebrated its 11th birthday in a tough year for companies related to the UK housebuilding and home improvement markets.

Nevertheless, it is estimated to have increased pre-tax profit by about 25 per cent to £30m in 1990, on similar sales growth to £150m. Its performance has earned the CBI's 1990 Business Enterprise Award.

It has increased market share in both bathroom suites and kitchens. In the former it claims 20 per cent, behind Armitage Shanks, a subsidiary of Blue Circle Industries, and Caradon, part of MB Group. While in kitchens, headed by the manufacturer-retailer MFI and Magnet, it has grown to nearly 12 per cent.

Bearing in mind that the UK kitchen market alone is worth about £1bn a year, Mr Rooney argues that even if 1990 did see a 10 per cent decline, there is still a huge pool to fish in.

Leaving magic beans aside, his explanation of the group's success falls into three categories: market-led products of guaranteed quality at lower, unchanging prices; short delivery times, the company's standard is 48 hours; and motivated people, notably the 40 directors who run 12 constituent companies.

The subsidiaries have typically developed organically in a process similar to biological budding. In 1980, for instance, the Chippendale range of kitchens became a subsidiary in its own right.

So far the group, which joined the main market in



Francis Galvin (left), chief executive of the kitchens division, with David Riley, his counterpart in the bathrooms sector

December 1985, has run up against capacity constraints rather than flagging demand in markets that have generally grown with consumer affluence. Its expansion plans run to £85m over the next three years, which will more than double factory space to 2.9m sq ft and increase the workforce from 1,650 to just over 3,100. One of the few questions raised by analysts was how the company would handle such a rapid increase in capacity.

The plan contains several Spring Ram hallmarks. First, it owns the land; second, it plans to finance the programme from its own resources; and third, it will go for the most technically advanced equipment.

In contrast to MFI and Magnet, which became burdened with debt through buy-outs, Spring Ram had built up £15.2m cash by the end of 1989. If it maintains its record of setting aside less than 5 per cent of after-tax profit for dividends, the pot is likely to have doubled in 1990.

Having highly automated plant has been an important factor in keeping down unit costs. In ceramics, Mr Henry Johnston, production director at Spring Bathrooms in Bradford, said the jobs had been "de-skilled", making them more appropriate for a non-Potteries workforce. The policy also facilitates the avoidance of unionised and restrictive craftwork.

Centrepiece of the £85m investment programme will be a new 700,000 sq ft ceramics factory, including a tile-making plant to replace the present stream of imported products.

Mr Rooney said only 40 per

cent of the UK tile market was being satisfied by domestic producers.

Import replacement has been a strong theme in Spring Ram's expansion. At its 500,000 sq ft kitchens factory at Scunthorpe, workers are being trained to use new woodwork machinery to make cupboard doors previously bought in from Taiwan and Italy.

The lines do not just supply in-house needs. Mr Alan Bell, managing director of Next Dimensions which makes own-label ranges for such customers as B&Q, said that of the 14,000 worktops produced each week, only 3,000 went to the group.

Apart from modern machinery, another critical factor in managing costs has been use of the group's growing muscle to keep down raw material prices.

Mr Francis Galvin, main board director for the kitchen division, said: "We get maintained prices by assuring orders a long way ahead and by offering growth."

Part of the bargain driven with suppliers sounds a little less sweet, but it does illustrate the group's canny approach to funding. Spring Ram takes an average of 70 days to pay, while it collects debts in 28. This brand of cash management has helped interest income to be the third largest profit earner.

As the group uses up funds and perhaps goes into debt to fund the building programme, one of the questions is whether developing businesses, such as the woodwork plant, will come through with profits on schedule to fill any gap.

Meanwhile, the drive to keep down costs is evident in every corner of the operation. At the ceramics factory, excess slip and broken pieces are recycled, while at Scunthorpe, sawdust sucked up from the wood-working machines fuels the heaters.

In one area, however, there is an apparent duplication (or more) of effort. Each subsidiary has its own sales force, which can lead to several visits to the same retailer.

The advantage is that each range of products is pushed in a dedicated way, five days a week. Mr Galvin described each subsidiary as "aiming at a different socio-economic group and run by a different type of guy".

Once the retailer is enlisted - it may be a builders' merchant, DIY superstore or independent high street specialist - it is guaranteed a fixed profit margin on sales.

"We also do all the promotion, displays, literature, advertising and training," said Mr Galvin.

So far the whole operation has created a virtuous circle of increased volume, lower unit costs and bigger profits. The group's executives exude such optimism about the future that one of the few doubts raised in speaking to them is whether they would be loath to sour the atmosphere by admitting a mistake.

Although the spectacular progress of the 1980s cannot be maintained, analysts are convinced that the present plans will keep profits growing for the next few years, although one did temper his praise by saying that some of Spring Ram's advance could be put down to weak points in the competition.

According to the directors, the group must keep coming up with good ideas aimed at large markets. Moving into furniture for other parts of the house would be an example. To implement the ideas, having the confidence to keep investing is a key factor. "The industry is full of under-capitalised companies," said Mr Galvin.

As the group gets bigger, two of its strengths will be increasingly tested: the ability of central management to combine financial discipline with appropriate backing for entrepreneurial ideas, and the informal but effective communication between the heads of semi-autonomous businesses.

This announcement appears as a matter of record only



Eurotunnel P.L.C.

Eurotunnel S.A.

## Rights Issue to raise £566 million

The financial advisers to Eurotunnel were

**Morgan Grenfell**

and

**Banque Indosuez**

December 1990

## AN HISTORIC BREAKTHROUGH FOR FINANCING

ON SATURDAY, 1st December 1990, the breakthrough in the service tunnel under the Channel took place and land travel between Britain and the Continent became a reality. MORGAN GRENFELL'S commitment to the project stretches back over more than thirty years leading up to this historic event. STARTING in the 1950s, we helped finance engineering studies and we have continued our support for the project ever since. IN 1985 we concluded that it would be feasible to finance the tunnel within the private sector and we were appointed as joint adviser to the group which formed Eurotunnel and was awarded the channel tunnel concession. IN 1986 AND 1987, as part of the Anglo-French advisory team which designed the complex financing programme for Eurotunnel, we advised on structuring the credit facilities and on raising the equity finance leading up to the simultaneous public share offers and listings in London and Paris. DURING 1990 we acted for Eurotunnel in arranging and underwriting a unique long-term stand-by equity facility and its rights issue of twinned shares. IF YOU WANT ADVICE on corporate financing, including primary capital issues, call RORY MACNAMARA at Morgan Grenfell - our commitment can be measured in decades.

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**FINANCIAL TIMES**  
EUROPE & BUSINESS NEWSPAPER

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## HARRY RAMSDEN'S plc

(Incorporated in England and Wales under the Companies Act 1985. Number 2395362)

SHARE CAPITAL		
Authorised £1,600,000	Issued fully paid £600,000	
£1,000,000	in Ordinary Shares of 10p each £200,000	
	in "B" Ordinary Shares of 10p each	

Introduction by  
**GREIG MIDDLETON & CO. LIMITED**

The Company and its subsidiaries are engaged in the establishment and running of fish and chips restaurants, take-away outlets and franchise activities.

Copies of the Company's Report and Accounts for the period ended 30th September 1990 containing particulars in relation to the Company may be obtained during normal business hours on 2nd and 3rd January 1991 from the Company Announcements Office, The International Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD and during normal business hours on any weekday (Saturdays and public holidays excepted) between 2nd January 1991 and 16th January 1991 from the registered office of Harry Ramsden's plc at Larwood House, White Cross, Guiseley, Leeds LS20 8LZ and from Greig Middleton & Co. Limited, Harry Ramsden's stockbroker and financial adviser, at 66 Wilson Street, London EC2A 2BL.

2nd January 1991

## ISLE OF WIGHT

The FT proposes to publish this survey on **March 21st 1991**. It will be of particular interest to the 54,000 businessman involved in the decision making about Relocating Premises who are also regular FT readers. If you want to reach this important audience, call Clive Radford 0272 292565 or fax 0272 225974.

**FT SURVEYS**



## UK COMPANY NEWS

## The end of a miserable year

Richard Lapper looks back on a poor 12 months for UK insurers

THE announcement on Monday by Guardian Royal Exchange that it is to sell its loss-making Italian subsidiaries for a nominal sum provided a fitting end to what has been a miserable year for the UK insurance industry.

Only Commercial Union of the UK's five composite insurance companies is expected to register profits for 1990 and according to Mr Chris Pountney, analyst with Morgan Stanley, 1990 "could be the sector's worst year for decades."

Many companies are likely to be hard pressed to maintain the growth of dividends when they issue their results for 1990 later this winter.

In addition, GRE's hasty retreat from its Italian engagements is yet another reminder of how accident prone the British insurance industry seems to be when it comes to expansion through acquisitions.

The ill-starred expansion into the estate agency business in the UK by the Prudential and several other insurance companies is the most recent example. This is particularly worrying at a time when the British insurance industry is lagging so far behind some of its powerful European competitors in the race to establish a solid foundation for future expansion on a pan European basis.

GRE's decision to sell its two general insurers, Sipea and Cidas, taken following a three-month review of its Italian operations by Coopers & Lybrand Deloitte, was not unexpected. GRE had taken a calculated risk when along with its Italian joint venture

UK INSURERS' RESULTS				
	Year to end-Dec	Pre-tax £m	EPS p	Dividend p
Commercial Union	1989	150.5	21.7	21.5
	1990	45.0*	5.0*	-
General Accident	1989	147.0	32.7	25.0
	1990	70.0*	8.0*	-
Guardian Royal Exchange	1989	148.3	11.4	11.5
	1990	(85.0)*	(8.0)*	-
Royal Insurance	1989	125.6	18.6	25.5
	1990	(120.0)*	(14.0)*	-
Sun Alliance	1989	318.6	27.2	12.5
	1990	(85.0)*	(6.0)*	-

\* Estimate Source: SG Warburg report November 1, 1990

partner, Istituto Bancario San Paolo di Torino, it acquired the two companies, along with life company Polaris Vita, from Acqua Marcia, the financial holding company, in March 1989.

A report by Coopers, conducted early in 1989, had warned GRE that management information was deficient at both companies which specialise in writing motor business in southern Italy. Moreover, both companies were possibly underinsured.

But with one eye on the liberalisation of the European financial services markets, GRE was attracted by the possibility of gaining a foothold in the rapidly growing Italian life insurance market.

The company believed its ownership of Polaris Vita and the distribution network offered by San Paolo's branch network in prosperous northern Italy offered it the best means of doing this.

In the event though, GRE has been overwhelmed by the size of claims coming out of southern Italy. At £52.2m,

All these losses are compounded by straightforward underwriting losses. Last winter's storms, which led to record numbers of claims, were followed by a dry summer and a wave of subsidence claims which threaten to produce industry-wide losses for 1990 of £200m.

Motor claims, though less dramatic, continued to climb steadily. The steady escalation in the value of personal injury awards to victims of industrial, motor and other accidents has continued.

GRE warned on Monday that it was strengthening its reserves against future claims on its liability business "to reflect a more pessimistic view of personal injury awards."

A report by analysts at Smith New Court Research in October indicated that GRE could be underinsured on its employers' liability policies by between £80m and £90m.

Insurers have also been hit by an increase in recession-related claims. The increase in the number of theft and arson-related commercial fires is related to the economic downturn.

Eagle Star, the general insurance arm of BAT Industries, has made provisions of £250m against future losses on its mortgage indemnity business, a class of business its underwriters entered from 1987 onwards.

The collapse in the property market has led to claims on a number of policies insuring lenders against default on loans to the developers of commercial and residential properties.

## Baring tops league of UK bid advisers

By Brian Bollen

BARING BROTHERS has taken over as the most active leading adviser on takeover bids for UK publicly-quoted companies.

According to the latest survey by FT Mergers & Acquisitions International, Baring took over the top position in the final quarter, ousting Lazard Brothers which had led throughout the year.

Baring advised on nine deals, worth £2.6bn, while J Henry Schroder Wagg came second with 13 deals worth £2.3bn. Lazard said to third, advising on 17 bids worth £2.1bn.

The table covers only bids which have been declared unconditional, been referred to the Monopolies and Mergers Commission, or lapsed. Current deals, such as Northern Telecom of Canada's £1.39bn offer for the UK's STC, are not included.

The table confirms once again that UK takeover activity was severely depressed in 1990 by continued high interest rates, poor stock market performance and general economic and political uncertainty.

When SG Warburg led a year ago it boasted 23 deals totalling £2.6bn, although that figure was distorted by Hovlake's £1.5bn bid for BAT Industries.

The biggest qualifying UK bid in 1990 was the £1.1bn hostile takeover of Globe Investment Trust by British Coal Pension Funds.

Baring owes its position largely to three deals: the

unsuccessful defence of Globe Investment Trust; the £1.1bn merger between insurers Willis Faber of the UK and Corcoran & Black of the US; and the £491m offer for property company London & Edinburgh Trust by Swedish insurance company SPP.

Underlining the dearth of new bids in the fourth quarter, Schroder and Lazard both reported just one each, for £295m and £18m respectively.

The £244m enforced bid by Brierley Investments for Mount Charlotte boosted the fortunes of advisers Samuel Montagu and Robert Fleming significantly.

Goldman Sachs, which has now topped the international league table for three years in succession, is the only foreign bank in the UK top 10. It owes its presence there principally to its involvement in the Willis-Corcoran merger.

In terms of completed bids for all UK companies, the rankings look slightly different although the overall picture is broadly similar.

Lazard leads when bids for private companies and subsidiaries are included, with 36 deals totalling £5.1bn. But that is still less than a fifth of the £26.8bn recorded by Warburg when it led in that category in 1989.

When bids by British companies abroad are included, Schroder moves into the number one position, with Lazard second and Warburg third.

COMPLETED BIDS FOR UK COMPANIES 1990		
Adviser (final 1989 position)	Value of bids £m	Number
1. Baring Bros (18)	2,635	9
2. Schroder Wagg (8)	2,331	13
3. Lazard Bros (2)	2,067	17
4. Samuel Montagu (14)	1,758	14
5. Barclays de Zoete Wedd (17)	1,725	14
6. Kleinwort Benson (10)	1,385	13
7. SG Warburg (1)	1,287	7
8. NM Rothschild (11)	1,019	8
9. Goldman Sachs (2)	915	5
10. Robert Fleming (19)	908	6
11. Hambros (5)	752	6
12. UBS Phillips & Drew (-)	731	10
13. Hambro Magan (-)	728	3
14. Morgan Grenfell (9)	687	14
15. Hill Samuel (-)	439	6
16. MacArthur & Co. (-)	290	1
17. Paribas (-)	256	2
18. Charterhouse (20)	205	4
19. Merrill Lynch (-)	192	1
20. Salomon Bros (-)	186	4

Source: FT Mergers & Acquisitions International

## EUROPEAN RELOCATION

The FT proposes to publish this survey on

June 17th 1991.

It will be of particular interest to the 61,000 businessman involved in decision making about Office Property who are also regular FT readers. If you want to reach this important audience, call Hugh Westmacott on 0532 454969 or fax 0532 423516.

## FT SURVEYS

## ISLE OF WIGHT

The FT proposes to publish this survey on

March 21st 1991.

It will be of particular interest to the 54,000 businessman involved in the decision making about Relocating Premises who are also regular FT readers. If you want to reach this important audience, call Clive Radford on 0272292565 or fax on 0272 225974.

## FT SURVEYS

## PORTSMOUTH

The FT proposes to publish this survey on

January 25 1991.

It will be of particular interest to the 61,000 businessmen involved in decision making about office property who are regular FT readers. If you want to reach this important audience, call Clive Booth on 071 873 4152 or fax 071 873 3078.

## FT SURVEYS

## Notice of redemption

### To the Holders of the 9½% Series A Notes Due 1992 of General Electric Credit Corporation

(now known as General Electric Capital Corporation)

Notice is hereby given, pursuant to the provisions of Section 6 of the Fiscal and Paying Agency Agreement, dated as of December 18, 1985, between General Electric Credit Corporation (the "Company") (now known as General Electric Capital Corporation) and Union Bank of Switzerland, as Fiscal and Paying Agent, and paragraph 5(b) of the Terms and Conditions of the above-mentioned Notes (the "Notes"), that all of the Notes will be redeemed on January 18, 1991 (the "Redemption Date") at the price equal to 100% of their principal amount together with accrued interest to the date fixed for redemption (the "Redemption Price"). Interest on the Notes shall cease to accrue from and after the Redemption Date. On and after the Redemption Date, the sole right of the holders of the Notes shall be to receive the Redemption Price.

Payment of the Redemption Price will be made upon presentation and surrender of the Notes, together (in the case of bearer Notes) with all appurtenant coupons maturing subsequent to December 18, 1990, at any of the paying agencies listed below. In the event any such unmatured coupons fail to be presented, the amount of the missing coupons will be deducted from the Redemption Price.

Union de Banques Suisses (Luxembourg) S.A. 36-38, Grand'Rue B.P. 134 L-2011 Luxembourg  
Morgan Guaranty Trust Company of New York 35, Avenue Des Arts 1040 Brussels, Belgium  
Union Bank of Switzerland London Branch 122 Leadenhall Street London EC3V 4QL England  
The Chase Manhattan Bank, N.A. One New York Plaza New York, New York 10081 (Registered Notes Only)

Coupons which have matured prior to the Redemption Date should be detached, presented and surrendered for payment in the usual manner.

Payment on any Note made within the United States, including by transfer to a United States dollar account maintained by the payee with a bank in the City of New York, may be subject to reporting to the United States Internal Revenue Service (IRS) and to backup withholding of 20% of the gross proceeds (including accrued interest) if the payee fails to provide the paying agent with an executed IRS Form W-9 in the case of a non-U.S. person or an executed IRS Form W-9 in the case of a U.S. person. In general, no such backup withholding will be required in the case of presentation of bearer Notes for redemption with a paying agent outside of New York, New York, if payment is made outside the United States. Information reporting to the IRS will only be required with respect to payment on any Note or coupon which is made outside the United States if made to a U.S. person in certain circumstances. U.S. holders who are required to provide their correct taxpayer identification number on IRS Form W-9 and who fail to do so may also be subject to an IRS penalty. Accordingly, please provide any appropriate certification when presenting the Notes or coupons for payment.

General Electric Credit Corporation (now known as General Electric Capital Corporation)

By: Union Bank of Switzerland as Fiscal and Paying Agent

Dated: December 19, 1990

## U.S.\$100,000,000

Floating Rate Subordinated Loan Participation Certificates due 2000  
Issued by The Nikko Securities Co. (Deutschland) GmbH for the purpose of funding and maintaining a subordinated loan to

## The Ashikaga Bank, Ltd.

Notice is hereby given that for the three months interest period from 28 December, 1990 to 28 March, 1991 the Certificates will carry a Coupon Rate of 8.475% per annum.  
Coupon payable on 28 March, 1991 will amount to: US\$2,118.75 per US\$100,000 Certificate.

The Mitsubishi Bank, Limited  
London Branch  
As Agent Bank

## LIT 200,000,000,000

International Bank for Reconstruction and Development  
Floating Rate Notes due 1997

For the period from January 2, 1991 to July 1, 1991 the Notes will carry an interest rate of 12.625% per annum with an interest amount of LIT 216,000 per LIT 5,000,000 Note and of LIT 3,150,000 per LIT 60,000,000 Note.  
The relevant interest payment date will be July 1, 1991.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

## London Markets

SPOT MARKETS	
	£/tonne
Crude oil (per barrel FOB)	+ or -
Dubai	\$22.70-22.80 +1.13
Brent Blend (dated)	\$25.15-25.25 +1.85
Brent Blend (February)	\$27.75-27.85 +1.05
W.T.I. (1 pm est)	\$28.25-28.30 +0.90

Oil products	
	£/tonne
Oil products (NWE prompt delivery per tonne CIF)	+ or -
Gas Oil	\$27.1-27.4 +3
Heavy Fuel Oil	\$130-142 +5
Naphtha	\$278-282 +11

Petroleum Argus Estimates	
	£/tonne
Crude	+ or -
Gold (per tonne oil)	\$281.5 -0.55
Silver (per tonne oil)	\$195.25 +9.8
Platinum (per tonne oil)	\$275.55 +3.35
Palladium (per tonne oil)	\$871.75 -0.80

Aluminium (free market)	
	£/tonne
Copper (US Producer)	\$1175
Lead (US Producer)	\$505
Nickel (free market)	\$840
Tin (Kuala Lumpur market)	\$1500
Zinc (US Prime Western)	\$702

Cattle (live weight)	
	£/cwt
Sheep (dead weight)	\$125.25p
Pigs (live weight)	\$1.31p

London daily sugar (raw)	
	£/cwt
London daily sugar (white)	\$301.02 -4.4
Tate and Lyle export price	\$231.0 -7.0

Barley (English feed)	
	£/cwt
Malton (US No. 2 yellow)	\$1175
Wheat (US Dark Northern)	\$27.0

Barley (English feed)	
	£/cwt
Malton (US No. 2 yellow)	\$1175
Wheat (US Dark Northern)	\$27.0

Cocoa (oil (Philippines))	
	£/cwt
Cocoa (oil (Philippines))	£122.52
Cocoa (oil (US))	\$1175
Cocoa (oil (US))	\$1175

Cocoa (oil (US))	
	£/cwt
Cocoa (oil (US))	\$1175
Cocoa (oil (US))	\$1175

Cocoa (oil (US))	
	£/cwt
Cocoa (oil (US))	\$1175
Cocoa (oil (US))	\$1175

Cocoa (oil (US))	
	£/cwt
Cocoa (oil (US))	\$1175
Cocoa (oil (US))	\$1175

## COCOA - London POX

Close	
	£/cwt
Dec	598
Jan	591
Mar	585
May	582
Jul	578
Sep	574
Nov	570
Dec	566

COFFEE - London POX	
	£/cwt
Jan	610
Mar	604
May	598
Jul	592
Sep	586
Nov	580
Dec	574

COFFEE - London POX	
	£/cwt
Jan	610
Mar	604
May	598
Jul	592
Sep	586
Nov	580
Dec	574

COFFEE - London POX	
	£/cwt
Jan	610
Mar	604
May	598
Jul	592
Sep	586
Nov	580
Dec	574

COFFEE - London POX	
	£/cwt
Jan	610
Mar	604
May	598
Jul	592
Sep	586
Nov	580
Dec	574

COFFEE - London POX	
	£/cwt
Jan	610
Mar	604
May	598
Jul	592
Sep	586
Nov	580
Dec	574

COFFEE - London POX	
	£/cwt
Jan	610
Mar	604
May	598
Jul	592
Sep	586
Nov	580
Dec	574

COFFEE - London POX	
	£/cwt
Jan	610
Mar	604
May	598
Jul	592
Sep	586
Nov	580
Dec	574

COFFEE - London POX	
	£/cwt
Jan	610
Mar	604
May	598
Jul	592
Sep	586
Nov	580
Dec	574

COFFEE - London POX	
	£/cwt
Jan	610
Mar	604
May	598
Jul	592
Sep	586
Nov	580
Dec	574

COFFEE - London POX	
	£/cwt
Jan	610
Mar	604
May	598
Jul	592
Sep	586
Nov	580
Dec	574

## HIGH GRADE COPPER 25,000 lbs; cents/lb

Close	
	£/cwt
Jan	118.30
Mar	115.80
May	113.30
Jul	110.80
Sep	108.30
Nov	105.80
Dec	103.30

CRUDE OIL (Light) 42,000 US galls; \$/barrel	
	£/cwt
Feb	26.44
Mar	26.44
Apr	26.44
May	26.44
Jun	26.44
Jul	26.44
Aug	26.44
Sep	26.44
Oct	26.44
Nov	26.44
Dec	26.44

Nov	23.23	22.59	23.00	22.72
<hr/>				
<b>HEATING OIL 42,000 US galls, cents/US galls</b>				
	Close	Previous	High/Low	
Feb	7920	7731	8005	7900



# Nervous finish to a troubled year



... could

هكذا من الأصل



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## MOTORS, AIRCRAFT TRADES

## Contd

1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	9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-	Dr Cash	5	1	-	-
-	Cr Int Equity Mgd	5	1,249	1,249	1,346
-	Cr Int Bond	5	1	-	-
-	Cr Cash	5	1,062	1,062	1,115
-	Cr Int Mgd H	5	1	-	-

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# CURRENCIES, MONEY AND CAPITAL MARKETS

## CURRENCIES AND MONEY MARKETS

### Rates end 1990 on quiet note

THE CURRENCY and money markets ended 1990 on a quiet note with most key rates broadly stable. Changes in foreign exchange rates were due to position squaring as corporations made last-minute adjustments before the year-end to their currency holdings. Sterling was given a lift after Mr Norman Lamont, UK Chancellor of the exchequer, restated the UK government's view that economic pressures would not force a devaluation of the pound or a cut in interest rates. He said sterling's position within the European exchange rate mechanism would determine whether there would be any changes in monetary policy.

In spite of Mr Lamont's remarks the pound remained the weakest currency in the ERM. Mr Steve Barrow of Chemical Bank of the D-Mark's strength, but was also because the market feared that any sustained rise by sterling would tempt the authorities to reduce rates. The pound rose to DM2.8850 from DM2.8775; to \$1.9300 from \$1.9220; to ¥261.75 from ¥258.50; and to SF2.4600 from SF2.4575. Sterling finished higher in New York at \$1.9335.

The D-Mark was firm after

the Bundesbank said it might raise interest rates to keep the currency strong. The Bundesbank council meets tomorrow, although most analysts believe the central bank is unlikely to decide on an immediate tightening of policy. The D-Mark rose to ¥261.75 from ¥260.17.

The US dollar moved in a narrow range in extremely thin dealings. The release of the December employment report on Friday is likely to keep the US currency in a tight band. Non-farm payroll employment is expected to decline by 150,000, compared with the 267,000 fall in the previous month.

The dollar closed lower at DM1.4950 from DM1.4975; at SF1.2750 from SF1.2780; at ¥155.0875 from ¥155.0975; and higher at ¥135.65 from ¥135.05.

The Italian lira was slightly

easier, although larger losses

were prevented by the intervention of the Italian central bank, which sold DM121m and Ecud4.5m at the Milan fixing. The D-Mark was fixed at L764.40, up from L754.09.

ON THE LONDON MONEY MARKET, interest rates were stable on New Year's Eve as trading slowed before the holiday. The three-months interbank rate was unchanged at 14 1/4 per cent. In the cash market, the Bank of England forecast a credit shortage of £500m, which was later revised to £200m, and compared with total assistance of £275m.

During the morning the Bank bought £523m of bills in hand 1 at 13 1/4 per cent. After lunch it purchased a further £46m of bank bills, of which £40m were in hand 1 at 13 1/4 per cent and the remainder in hand 2 at 13 1/4. Late assistance of £10m was provided.

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£46m of bank bills, of which

£40m were in hand 1 at 13 1/4

per cent and the remainder in

hand 2 at 13 1/4. Late assistance

## FINANCIAL FUTURES AND OPTIONS

### LIVE LONG GILT FUTURES OPTIONS

Estimated volume total, 340 Puts 71  
Previous day's open int, 11194 Puts 50%

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## FINANCIAL FUTURES AND OPTIONS

### LIVE LONG GILT FUTURES OPTIONS

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Previous day's open int, 11194 Puts 50%

Estimated volume total, 340 Puts 71



**CANADA**

CANADA

Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng
TORONTO																	
Closing prices December 31																	
Overseas in cents unless marked S																	
1500 Alcan	\$12	12	12	12		1700 Alcan	\$12	12	12	12		3300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		3300 Alcan	\$12	12	12	12		4900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		4900 Alcan	\$12	12	12	12		6500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		6500 Alcan	\$12	12	12	12		8100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		8100 Alcan	\$12	12	12	12		9700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		9700 Alcan	\$12	12	12	12		11300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		11300 Alcan	\$12	12	12	12		12900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		12900 Alcan	\$12	12	12	12		14500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		14500 Alcan	\$12	12	12	12		16100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		16100 Alcan	\$12	12	12	12		17700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		17700 Alcan	\$12	12	12	12		19300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		19300 Alcan	\$12	12	12	12		20900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		20900 Alcan	\$12	12	12	12		22500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		22500 Alcan	\$12	12	12	12		24100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		24100 Alcan	\$12	12	12	12		25700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		25700 Alcan	\$12	12	12	12		27300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		27300 Alcan	\$12	12	12	12		28900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		28900 Alcan	\$12	12	12	12		30500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		30500 Alcan	\$12	12	12	12		32100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		32100 Alcan	\$12	12	12	12		33700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		33700 Alcan	\$12	12	12	12		35300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		35300 Alcan	\$12	12	12	12		36900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		36900 Alcan	\$12	12	12	12		38500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		38500 Alcan	\$12	12	12	12		40100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		40100 Alcan	\$12	12	12	12		41700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		41700 Alcan	\$12	12	12	12		43300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		43300 Alcan	\$12	12	12	12		44900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		44900 Alcan	\$12	12	12	12		46500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		46500 Alcan	\$12	12	12	12		48100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		48100 Alcan	\$12	12	12	12		49700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		49700 Alcan	\$12	12	12	12		51300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		51300 Alcan	\$12	12	12	12		52900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		52900 Alcan	\$12	12	12	12		54500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		54500 Alcan	\$12	12	12	12		56100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		56100 Alcan	\$12	12	12	12		57700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		57700 Alcan	\$12	12	12	12		59300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		59300 Alcan	\$12	12	12	12		60900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		60900 Alcan	\$12	12	12	12		62500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		62500 Alcan	\$12	12	12	12		64100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		64100 Alcan	\$12	12	12	12		65700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		65700 Alcan	\$12	12	12	12		67300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		67300 Alcan	\$12	12	12	12		68900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		68900 Alcan	\$12	12	12	12		70500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		70500 Alcan	\$12	12	12	12		72100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		72100 Alcan	\$12	12	12	12		73700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		73700 Alcan	\$12	12	12	12		75300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		75300 Alcan	\$12	12	12	12		76900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		76900 Alcan	\$12	12	12	12		78500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		78500 Alcan	\$12	12	12	12		80100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		80100 Alcan	\$12	12	12	12		81700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		81700 Alcan	\$12	12	12	12		83300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		83300 Alcan	\$12	12	12	12		84900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		84900 Alcan	\$12	12	12	12		86500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		86500 Alcan	\$12	12	12	12		88100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		88100 Alcan	\$12	12	12	12		89700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		89700 Alcan	\$12	12	12	12		91300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		91300 Alcan	\$12	12	12	12		92900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		92900 Alcan	\$12	12	12	12		94500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		94500 Alcan	\$12	12	12	12		96100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		96100 Alcan	\$12	12	12	12		97700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		97700 Alcan	\$12	12	12	12		99300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		99300 Alcan	\$12	12	12	12		100900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		100900 Alcan	\$12	12	12	12		102500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		102500 Alcan	\$12	12	12	12		104100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		104100 Alcan	\$12	12	12	12		105700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		105700 Alcan	\$12	12	12	12		107300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		107300 Alcan	\$12	12	12	12		108900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		108900 Alcan	\$12	12	12	12		110500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		110500 Alcan	\$12	12	12	12		112100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		112100 Alcan	\$12	12	12	12		113700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		113700 Alcan	\$12	12	12	12		115300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		115300 Alcan	\$12	12	12	12		116900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		116900 Alcan	\$12	12	12	12		118500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		118500 Alcan	\$12	12	12	12		120100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		120100 Alcan	\$12	12	12	12		121700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		121700 Alcan	\$12	12	12	12		123300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		123300 Alcan	\$12	12	12	12		124900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		124900 Alcan	\$12	12	12	12		126500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		126500 Alcan	\$12	12	12	12		128100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		128100 Alcan	\$12	12	12	12		129700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		129700 Alcan	\$12	12	12	12		131300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		131300 Alcan	\$12	12	12	12		132900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		132900 Alcan	\$12	12	12	12		134500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		134500 Alcan	\$12	12	12	12		136100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		136100 Alcan	\$12	12	12	12		137700 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		137700 Alcan	\$12	12	12	12		139300 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		139300 Alcan	\$12	12	12	12		140900 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		140900 Alcan	\$12	12	12	12		142500 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		142500 Alcan	\$12	12	12	12		144100 Alcan	\$12	12	12	12	
1700 Alcan	\$12	12	12	12		144100 Alcan	\$12	12	12	12		145700 Al					

**MONTREAL**  
Closing prices December 31

## NEW YORK

NEW YORK DOW JONES						1990				1991			
	Dec.	Dec.	Dec.	Dec.	1990	Since compilation	Dec.	Dec.	Dec.	Dec.	1990	1991	
	31	28	27	26	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	
Automobiles	263.66	261.21	262.50	263.13	299.9	236.5	299.7	212.2	AUSTRALIA All Metals (C1/80)	1279.8	1280.7	1173.7	1240.2
Bank Bonds	91.57	91.60	91.50	91.40	104.7	104.7	97.0	97.0	AUSTRALIA All Metals (C1/80)	1279.8	1280.7	1173.7	1240.2
Transport	910.23	911.54	913.42	922.23	93.04	88.44	95.51	84.9	AUSTRIA All Metals (C1/80)	449.05	443.87	703.29	625.00
Utilities	209.70	210.07	210.50	211.33	121.72	121.93	115.01	113.2	BELOW All Metals (C1/80)	494.81	494.35	659.45	624.12
					136.23	146.96	236.25	236.25	DEMARKA All Metals (C1/80)	334.81	335.00	388.20	307.71
					120.7	120.7	104.92	104.92					
40yr's High 2641.09 (263.11) Low 2611.14 (260.72)													
STANDARD AND POOR'S													
Composite 1	330.22	338.72	338.29	338.85	368.95	299.46	368.95	4.40	FRANCE All Metals (C1/80)	395.6	396.6	677.3	620.1
Industrials	387.42	385.26	384.38	387.09	437.37	346.34	437.37	6.50	CAC 40 (C1/82)	413.04	413.83	504.42	429.5
Financial	293.43	293.23	293.47	293.88	318.7	288.1	318.7	10.81	CAC 40 (C1/82)	413.04	413.83	504.42	429.5
					318.7	288.1	318.7	10.81	GERMANY All Metals (C1/80)	413.04	413.83	504.42	429.5
					318.7	288.1	318.7	10.81	GERMANY All Metals (C1/80)	413.04	413.83	504.42	429.5
NYSE Composite	180.49	179.65	179.48	180.00	201.13	162.20	201.13	4.46	HONG KONG All Metals (C1/80)	3024.55	3053.73	3064.71	2738.24
NASDAQ Mid. Value	308.11	304.65	303.67	304.99	367.39	291.31	367.39	29.31	INDIA All Metals (C1/80)	120.77	1195.47	1093.10	1143.66
NASDAQ Composite	373.84	373.61	371.05	372.40	469.80	325.44	469.80	54.36	ITALY All Metals (C1/80)	120.77	1195.47	1093.10	1143.66

Dec. 28  
1971

New Industrial Div. Yield	Dec. 28				year ago (approx.)	Rural (D4494)			
	3.92	3.82	3.92	3.97		3.57	25,946.71	25,946.71	25,946.71
S & P Industrial div. yield	Dec. 28				year ago (approx.)	MALAYSIA			
	3.31	3.32	3.31	3.31		505.92	500.00	501.72	622.22 (U)
S & P Ind. P/E ratio	13.92	13.88	13.99	14.51		NETHERLANDS			
						229.6	231.3	231.9 (U)	225.6 (U)
						169.3	169.5	169.3 (U)	165.1 (U)

### NEW YORK ACTIVE STOCKS

Monday	Stocks traded	Closing price	Change on day	Y Volume				Millions				Dec. 27			
				New York	114,130	111,040	102,900	New York	114,130	111,040	102,900	New York	114,130	111,040	102,900
Gay Price	1,704,650	18 1/4	+	Amer.	15,130	12,276	9,399	Amer.	15,130	12,276	9,399	Amer.	15,130	12,276	9,399
Chicago	1,471,500	12 1/4	+	NASDAQ	128,874	132,378	102,754	NASDAQ	128,874	132,378	102,754	NASDAQ	128,874	132,378	102,754
Nonbank	1,145,800	2 1/4	+	Untraded	2,017	2,017	2,017	Untraded	2,017	2,017	2,017	Untraded	2,017	2,017	2,017
Foreign Emg.	1,032,500	2 1/4	+	Russ	1,022	706	586	Russ	1,022	706	586	Russ	1,022	706	586
Asia	1,032,500	2 1/4	+	Fails	571	788	586	Fails	571	788	586	Fails	571	788	586
Pay Reg	931,000	2 1/4	+	Unchanged	323	323	323	Unchanged	323	323	323	Unchanged	323	323	323
Food/Mater	926,000	26 1/4	+	New Highs	22	13	13	New Highs	22	13	13	New Highs	22	13	13
AT & T	931,000	30 1/4	+	Low Lows	52	41	41	Low Lows	52	41	41	Low Lows	52	41	41

### TRADING ACTIVITY

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TOKYO - Most Active Stocks							
Friday December 28							
	Stocks Traded	Closing Prices	Change on day		Stocks Traded	Closing Prices	Change on day
Nippon St .....	8.3	448	0	Tok Elec Pow .....	2.1	9850	-50
Traded .....	5.6	498	+2	Kawasaki St .....	2.0	410	-5
Su'tomo Met .....	3.1	1,130	+10	NSK .....	1.9	402	+1
Hiroshi .....	2.6	1,790	-50	Tokyo Gas .....	1.9	655	-2
Honsha Pap .....	2.5	668	-5	Mitsubishi .....	1.8	890	-6
Fukui Marine .....							

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[illegible]

Albin	227	1	2	1
Alister	300	5-16	14	

[illegible]

15-18-1-16

[illegible]

Calprop	10	53	37	36
CarnGr	48	9	751	1414

[illegible]



## 4pm prices December 31

Continued on Page 31



**NASDAQ NATIONAL MARKET**

4pm prices December 3

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## FT SURVEYS

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## AMERICA

## Move to the heavyweights underpins Dow in 1990

## Wall Street

US STOCK markets finished 1990 showing their worst annual performance since 1961, when America last went into recession, writes Martin Dickson in New York.

In a token final day of trading, the Dow Jones Industrial Average closed on New Year's Eve at 2633.66, up 4.45 points on the day but down 4.3 per cent for the year. The broader Standard and Poors 500 closed at 350.23, up 1.21 on the day but down 6.6 per cent on the year. The Nasdaq composite index ended the day up 2.84 at 373.84.

The Dow's better performance over the year underlines a move by investors into large capitalisation stocks in consumer industries such as food, drink and health care ahead of recession.

A late rally on Monday took the lead index out of narrow losses on the day and on the New York Stock Exchange advances outnumbered declines by 1024 to 570. Volume was a thin 114m shares, with many investors leaving offices early for new year celebrations and others made cautious by continuing worries of war in the Middle East.

Although the Dow ended the year 368 points down from the all-time peak it reached last summer, the index has rallied by some 250 points from the low point it reached in October during a serious bout of Middle East war jitters.

In the bond market, US Treasuries closed at the high end of the trading range, with the benchmark 8 per cent 30-year issue ending at 105 1/8, up 1/8, to yield 8.34. At the short end, the 7 1/2 year notes were up 1/8

at 100 to yield 7.13.

The rise was due mainly to hopes that the European Community's initiative to break the diplomatic deadlock in the Middle East might persuade Iraq to leave Kuwait before the January 15 United Nations deadline.

The Federal Reserve added liquidity to the banking system with an unexpected arrangement of two-day system repurchasing agreements, but this was seen as a technical move to smooth out year-end funding pressures and the key Fed Funds rate is expected to trade today at the central bank's perceived target rate of 7 per cent.

Among the most active stocks were Citicorp, the largest of the New York money centres, which faces mounting problems in its loan portfolio. But after a morning dip it closed the day unchanged at \$124.

Occidental Petroleum, whose chairman, Dr Armand Hammer, died recently, was also high on the active list, closing down 3/4 at \$18 1/4. Other oils were mixed, with Exxon up 1/4 at \$51 1/4 and Mobil down 1/4 at \$58.

Among technology issues, IBM was off 3/4 at \$113, while AT&T rose 3/4 to \$30 1/4. Unisys, after a morning dip in active trading, ended unchanged at \$24.

USG, the troubled parent company of US Gypsum, saw its stock drop 3/4 to \$11 and its 13.25 per cent junk bonds drop from 34 to 30 after the company announced plans for a financial restructuring, which is likely to include a junk bond exchange plan and a dilution of equity interests. However, the company added that it did not wish to file for Chapter 11 bankruptcy protection from

its creditors.

For the rest of the week, attention will focus on the Middle East, and two sets of domestic economic data. The National Association of Purchasing Managers' Index, due to be released today, is expected to show a further low reading, indicating that recessionary forces are still gathering. On Friday, the first important economic data for December, the employment figures, are expected to point to another month of substantial declines in non-farm payrolls.

## Canada

TORONTO closed the New Year's Eve session higher after very light trading. An analyst commented that a lot of money is on the sidelines, awaiting the January 15 deadline for Iraqi withdrawal from Kuwait.

The composite index moved up 19.3 to 3,256.7, leaving it down 18 per cent for the year, but 106 points better over the month of December. Advances outnumbered declines by 310 to 165 on volume of 9.5m shares, against Friday's 10.1m.

Eleven of the 14 stock groups gained ground, led by golds, up 2.8 per cent. Placer Dome climbed C\$1 to C\$19 1/4 to lead the sector. Industrial products added 1.1 per cent, while energy, mining, consumer products and financial services were also higher.

Euro-Nevada put on C\$6 to C\$11. Prime Resources announced that it will sell to Euro-Nevada a 1 per cent net smaller return royalty interest in the Eskay Creek gold property in British Columbia for C\$5.5m. Among the actives, Bank of Nova Scotia and Canadian Pacific each rose C\$1, to C\$12 1/4 and C\$19 1/4.

## Submerged Tokyo revives 1950 memories

Japanese share prices have seen their worst decline in 40 years, says Emiko Terazono

A YEAR AGO, the Japanese stock market had reached dizzy record heights, and the enthusiasm that pushed prices to their peak had also inspired otherwise sober stock market analysts to predict that the Nikkei could hit 80,000.

The reality has been different. For the first time in 13 years, Tokyo has ended the year lower, as the Nikkei average closed limply on Friday at 23,348.71, with predictions for this year qualified by the prospect of a Gulf war and slowing economic growth.

The Tokyo market, down by as much as 48 per cent in 1989 in October, has not seen such staggering falls in 40 years, since the Nikkei average plunged 51.8 per cent during 1950. The market was hit then by deflation.

The reasons for last year's crash are well understood: sharply higher interest rates; a tougher monetary policy by a concerned Bank of Japan; and a sudden loss of confidence by previously bullish brokers, who were surprised by their inability to talk the market up. Then there were the problems at Japanese banks, where lending slowed as their equity

assets diminished, putting an end to the era of easy money. The liquidity squeeze affected volume and that, in turn, meant lower profits for the brokers. Average daily volume in November came to 313m shares, the lowest since January 1988, and 67 per cent less

bank lending and softening demand forced smaller real estate companies to offload land, and a number of small companies with a high exposure to property investments have faced bankruptcy.

On the bright side, game manufacturers performed well

driven investors away, and the shares closed at ¥18,500 on Friday. Worried company officials last week announced plans to lower its stock trading unit to 100 shares from the present 1,000.

Worries over recession in the US have also depressed Nintendo's shares recently. Mr Nizam Hamid at UBS Phillips & Drew predicts a sharp drop in the company's profits over the next two years.

The pulp and paper sector has had a relatively strong year, although most attention was grabbed by the speculative stock, Honsha Paper. Reports of a hostile acquisition by a Singapore-backed Hong Kong investment company with ties to an Indonesian paper maker, added to the uncertainty surrounding a stock that has long been a favourite among Japanese speculative groups.

The issue came to focus at the end of 1989, when speculators drove the issue up from the ¥1,000 level, and the stock surged to its all-time high of ¥5,020 in August. It ended the year falling to ¥1,760, symbolising the end of the rampage through the market by speculators.

When trading closed on Fri-

day, the market was focusing on forecasts for the course of the Japanese economy and interest rates in 1991. Economic growth is officially predicted at 3.8 per cent this year, down from 5.2 per cent in 1990. Corporate profits are expected to decline sharply, with some pessimists predicting a 15 per cent decline.

than in the same month in 1989. All 28 Topix sectors turned down last year, with marine and land transportation - hit by the rise in oil prices - and real estate falling by more than 50 per cent on the year.

The property sector was hit by softening land prices, higher interest rates and tax reforms. Tighter controls on

relative to the stock market, at least until the Christmas period. Nintendo's share price shot up during the summer, more than doubling from the beginning of the year to its all-time high of ¥34,300 in October.

While the issue finished the year more than 26 per cent higher, the steep rise in the price of the issue has recently

## Year ends quietly as Milan and Hong Kong decline

## Europe

ALL BOURSES closed to celebrate the new year yesterday, while Italy was the only leading market open on Monday, when it fell in quiet trading, writes Our Markets Staff.

MILAN eased in thin, pre-holiday trading, with the Comit index declining 2.85 to 516.57, a fall of 25 per cent on the year, mostly owing to wor-

ries about the Gulf crisis and its effect on oil prices.

Among the losers, Fiat ordinary shares fell L129, or 2.3 per cent, to L5,361. Generali lost L245, or 1.2 per cent, to L20,680. Olivetti shed L48, or 1.5 per cent, to L3,172.

Montedison, which began trading in its newly merged form with Ferruzzi Agricola, was unchanged at L1,385.

ATHENS edged higher, with the general index up 0.40 at

932.00, a rise of almost 103 per cent on the year.

## Asia Pacific

TOKYO AND most other Pacific Rim markets were closed for the first two days of the year, leaving Hong Kong and Kuala Lumpur the only markets open on Monday.

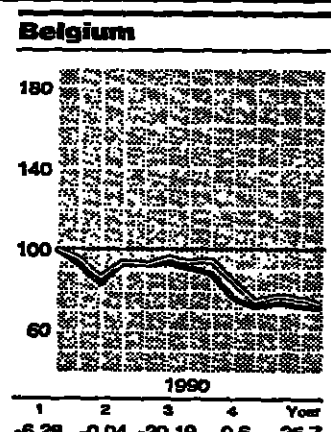
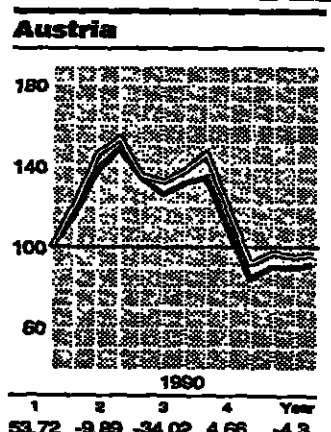
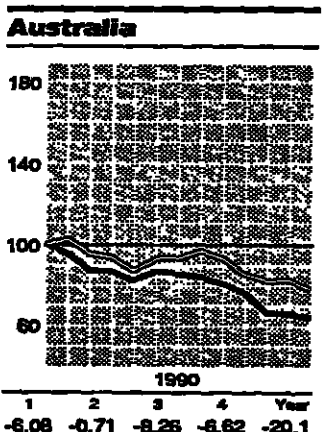
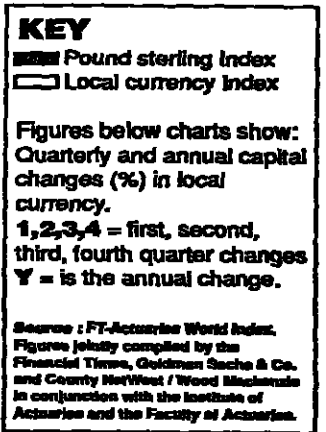
HONG KONG finished the year quietly, as the Hang Seng index recouped part of an initial

40-point loss to end the half-day session 29.18 lower at 3,024.55. The index managed to rise 6.6 per cent during 1990, making Hong Kong one of the few markets in the world to gain ground over the year.

Individual investors dominated trading, most institutions having already closed their books. Turnover came to HK\$279m, against last Friday's full-day total of HK\$388m, the lowest figure for two years.

KUALA LUMPUR moved higher in its half-day trading on bargain hunting and institutional support. The composite index added 5.04 at 508.92. It has lost 10 per cent over the year compared with neighbouring Singapore's 22 per cent retreat. Volume on Monday reached 42m shares, compared with 12m by midday on Friday. On the active stocks list, Malaysian Banking rose 5 cents to M\$9.95 on 3.9m shares.

## HOW THE WORLD MARKETS PERFORMED IN 1990



FT-ACTUARIES WORLD INDICES																
Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries																
NATIONAL AND REGIONAL MARKETS	MONDAY DECEMBER 31 1990							FRIDAY DECEMBER 28 1990					DOLLAR INDEX			
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1990 High	1990 Low	Year chg (approx)
Australia (75)	116.05	+0.1	90.69	101.22	91.76	101.80	+0.0	7.82	117.94	90.97	100.69	91.82	101.80	158.31	117.52	151.36
Austria (50)	106.54	+0.3	151.05	108.82	102.64	102.97	+0.0	1.70	106.13	151.29	107.44	102.70	102.97	200.53	170.57	162.20
Belgium (50)	132.22	+0.3	101.57	113.37	102.77	100.92	+0.0	5.68	131.80	101.96	112.50	102.61	100.92	160.02	127.57	154.67
Canada (120)	130.03	+0.7	99.89	111.49	101.05	109.27	+0.6	3.85	129.19	99.86	110.28	100.57	100.81	153.61	121.24	152.18
Denmark (33)	232.63	+0.4	178.71	198.49	180.81	182.80	+0.0	1.64	231.73	178.75	197.82	180.41	182.80	277.02	224.71	242.22
Finland (25)	108.14	+0.3	78.22	88.44	80.18	78.46	+0.0	3.89	102.78	78.24	87.34	77.78	78.46	102.29	98.31	101.54
France (122)	131.75	+0.2	101.21	112.97	102.40	105.14	+0.0	3.96	131.60	101.43	112.25	102.37	105.14	168.85	124.98	158.08
Germany (91)	111.90	+0.2	85.96	95.97	88.98	86.98	+0.0	2.81	111.72	85.98	95.98	86.98	86.98	144.63	101.38	132.72
Hong Kong (48)	121.81	-0.9	93.57	104.44	94.68	121.97	-0.9	5.48	122.96	94.56	104.97	95.74	123.13	147.48	112.24	117.13
Ireland (16)	148.45	+0.2	114.05	127.30	115.39	117.89	-0.4	4.40	148.15	114.28	125.48	115.84	118.11	198.57	139.04	161.54
Italy (91)	78.31	-0.6	60.16	67.14	60.85	65.97	-0.7	3.73	78.74	60.74	67.22	61.30	66.42	109.26	75.73	98.43
Japan (453)	124.77	-0.4	95.84	106.98	96.99	106.98	+0.0	0.80	125.32	96.67	106.98	97.58	106.98	197.28	106.58	167.40
Malaysia (34)	121.14	+1.8	182.96	181.89	184.88	220.67	+1.3	3.05	203.47	180.81	177.96	182.30	217.94	250.09	182.96	228.04
Mexico (19)	54.45	+0.2	448.97	534.44	454.28	189.99	+0.1	0.36	583.06	449.77	497.76	493.95	485.75	613.98	324.53	325.67
Netherlands (41)	133.97	+0.1	102.92	114.88	104.13	103.12	+0.0	5.21	133.77	103.19	114.20	104.15	103.12	149.03	127.58	143.89
New Zealand (15)	43.41	+0.2	33.34	37.22	33.74	39.21	+0.0	8.82	43.31	33.41	36.98	33.72	39.21	75.36	42.62	72.09
Norway (27)	204.27	+0.3	156.82	175.15	158.77	163.03	+0.0	1.90	203.57	157.03	173.78	158.60	163.03	276.79	193.70	199.89
Singapore (25)	159.27	+0.2	122.35	136.57	123.79	127.80	+0.0	3.37	158.30	122.57	135.65	127.71	127.80	209.24	147.24	171.21
South Africa (50)	182.89	-0.2	140.49	155.82	142.15	136.21	+0.0	4.00	183.21	141.33	156.40	142.63	136.21	251.99	151.50	196.33
Spain (41)	140.32	+0.4	107.79	120.32	108.08	101.57	+0.0	5.50	139.73	107.79	119.29	107.79	101.57	182.25	128.54	163.08
Sweden (27)	159.45	+0.4	122.49	136.72	123.93	127.77	+0.0	3.07	158.74	122.45	135.92	123.69	127.77	234.93	153.11	182.05
Switzerland (68)	98.93	+0.2	68.32	74.26	68.32	74.26	+0.0	2.96	98.72	68.44	74.75	69.08	70.30	107.77	85.00	94.07
United Kingdom (297)	165.67	-0.2	127.27	142.04	126.76	127.27	-0.6	5.49	166.06	128.10	141.75	129.27	128.10	178.18	139.57	158.70
USA (533)	133.31	+0.4	102.41	114.31	103.62	133.31	+0.4	3.74	132.76	102.41	113.34	103.37	132.76	148.95	119.06	143.05
Europe (958)	134.53	+0.0	103.34	115.35	104.57	104.37	-0.3	4.48	134.55	103.79	114.87	104.76	104.71	157.65	124.91	142.38
Nordic (112)	167.71	+0.4	128.83	143.80	130.35	130.24	+0.0	2.34	167.03	128.84	142.59	130.24	130.24	229.29	162.50	187.57
Pacific Basin (650)	124.12	-0.4	95.36	108.43	96.47	106.99	+0.0	1.21	124.65	95.36	108.41	97.05	107.01	192.75	107.82	192.69
Euro-Pacific (1648)	123.70	-0.3	98.67	110.35	100.03	106.66	-0.1	2.56	123.02	98.65	110.34	100.45	100.45	174.18	116.09	172.68
North America (655)	133.02	+0.4	102.16	114.07	103.40	131.72	+0.4	3.73	132.45	102.17	113.06	103.14	131.17	148.43	119.26	145.49
Europe Ex. UK (561)	115.51	+0.1	88.73	99.06	89.00	90.98	-0.1	3.67	115.34	88.97	98.48	89.81	91.04	145.02	108.94	131.09
Pacific Ex. Japan (197)	115.83	-0.2	88.99	99.33	89.04	103.58	-0.3	8.47	116.02	89.05	99.06	90.34	103.86	148.72	115.78	134.84
World Ex. US (1800)	120.54	-0.2	99.51	111.08	100.93	107.48	-0.1	2.85	120.52	100.14	110.63	101.08	101.08	167.53	117.77	172.27
World Ex. UK (2038)	126.31	+0.0	97.03	108.31	98.16	114.31	+0.2	2.71	126.26	97.40	107.80	98.31	114.13	162.00	115.37	160.96
World Ex. So. Af. (2273)	129.48	+0.0	99.47	111.04	100.96	115.49	+0.1	3.02	129.48	99.87	111.04	100.96	115.49	161.74	115.37	160.96
World Ex. Japan (2830)	133.71	+0.2	102.71	114.66	103.94	120.12	+0.1	4.11	133.41	102.91	113.90	103.88	120.00	151.59	124.31	143.47
The World Index (1983)	129.80	+0.0	99.71	111.31	100.90	115.59	+0.1	3.03	129.80	100.12	110.81	101.08	115.51	162.05	118.33	160.75